

**Barneslai Homes Board**

**13th July 2023**

**to be held virtual**

**Public Agenda**

- |  |                    |
|--|--------------------|
| <b>1.0 Apologies</b>   | <b>16:00</b>       |
| <b>2.0 Declarations of Interest</b>  | <b>16:00 (5m)</b>  |
| <b>3.0 CEO Presentation</b><br><i>For Information</i>  | <b>16:05 (5m)</b>  |
| <b>4.0 Reviewed Delegations Framework</b><br><i>For Approval</i><br><br>SR                     | <b>16:10 (10m)</b> |
| <b>5.0 Financial Regulations Policy Review</b><br><i>For Approval</i><br><br>KS                | <b>16:20 (10m)</b> |
| <b>6.0 Company Reserves Policy Review</b><br><i>For Approval</i><br><br>KS                     | <b>16:30 (10m)</b> |
| <b>7.0 Employee Health and Safety Performance 2022 - 2023</b><br><i>For Approval</i><br><br>SR | <b>16:40 (5m)</b>  |
| <b>8.0. 2022/2023 Corporate Performance Summary</b><br><i>For Information</i><br><br>SR        | <b>16:45 (10m)</b> |
| <b>9.0 Repairs First Update - Presentation</b><br><i>For Information</i><br><br>KS             | <b>16:55 (5m)</b>  |
| <b>10.0 Barnsley Homes Standard Programme - End of Year Report 2022/2023</b>                   | <b>17:00 (10m)</b> |

*For Information*

AGu

**11.0 Resource Information Papers:- 17:10 (1m)**

**11.1 Health and Well Being Strategy 17:11**

*For Information*

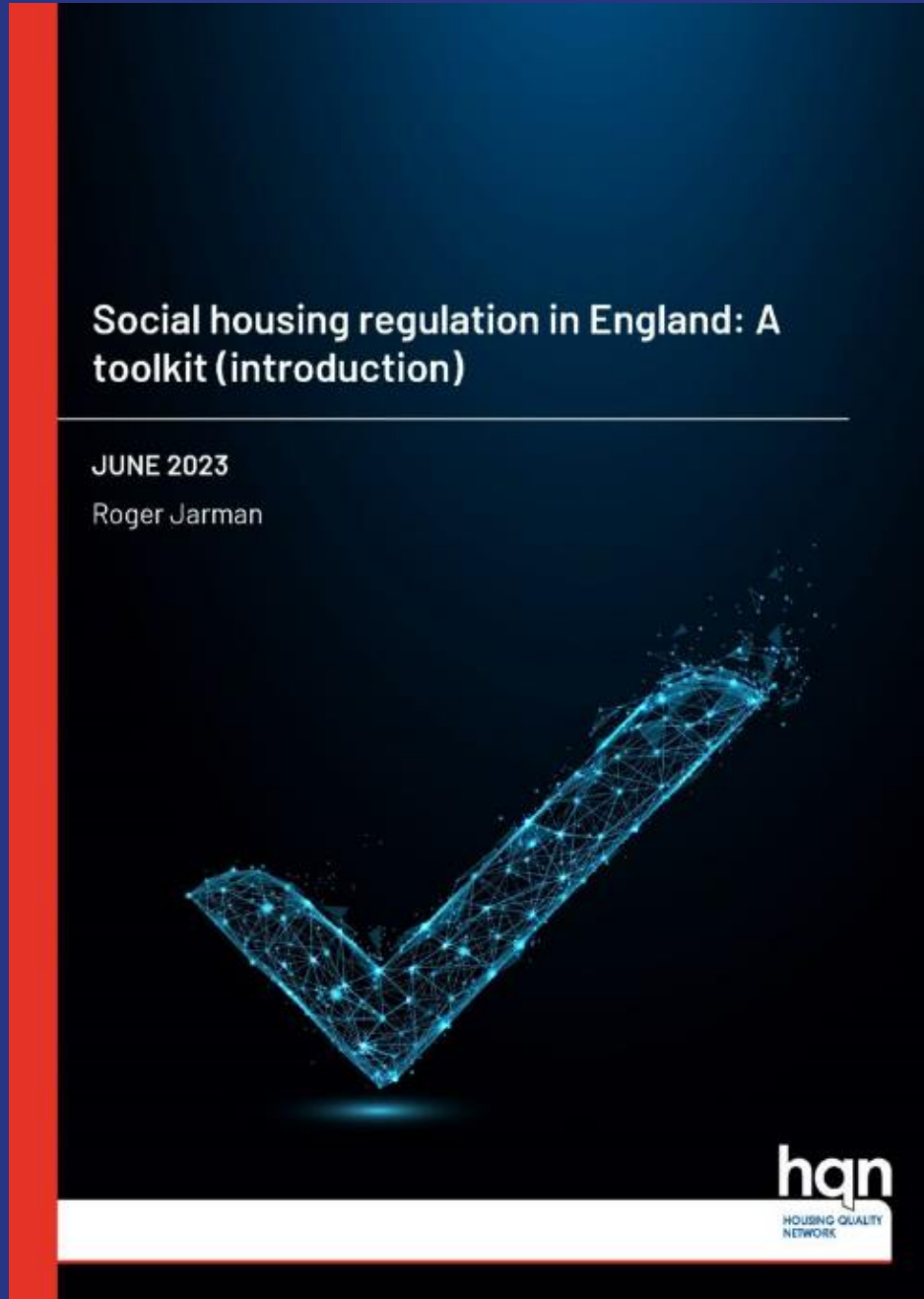
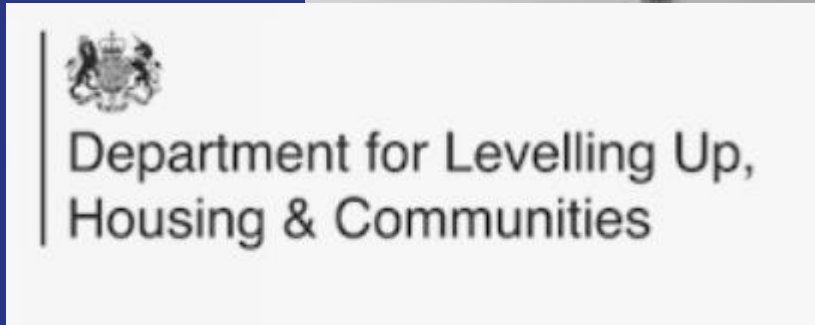
[Click here to view Health and Wellbeing Strategy](#)

**12.0 Chair of Board Briefing Note 17:11 (5m)**

*For Information*

AGu

**13.0 Minutes/Actions from Previous Meeting held 23/52023 17.16**



*"Creating great homes and communities with the people of Barnsley"*

# Regional/Local



## PATHWAYS TO WORK COMMISSION

Getting everyone economically active – Pathways into work  
*Creating an inclusive place where everyone can benefit from employment*



Glass Works Square, Barnsley

An independent Commission for Barnsley with one key line of enquiry:

*How does Barnsley enable all of our working age population, particularly those currently outside the labour market, achieve pathways to employment?*



BARNSELY MBC

LGO Awards 2023



ACHIEVEMENT AWARDS 2023

THE MJ

23 June 2023 | Park Plaza, Westminster



“Creating great homes and communities with the people of Barnsley”

# Berneslai Homes Update



**Business Transformation - Its what we do....**

EMT/SMT session June 2023



*Creating great homes and communities with the people of Barnsley*

# Berneslai Homes Priorities



Recruitment - Chair, Heads of Finance & HR



Development of Customer Excellence Training



HRA Planning – Efficiencies & Reviews with BMBC



Data – Review stock condition & EPC C data to date



Data – Knowing our Customers, self serve options



IIP Report & Lessons Learnt



Preparing for Inspection

*Creating great homes and communities with the people of Barnsley*



Creating great homes and communities  
with the people of Barnsley

<b>Report Title</b>	Decision making Framework	<b>Confidential</b>	No
<b>Report Author</b>	Head of Governance and Strategy	<b>Report Status</b>	For Approval
<b>Report To</b>	Board 13 <sup>th</sup> July 2023	<b>Officer Contact Details</b>	samantharoebuck@berneslaihomes.co.uk

<h2>1. Executive Summary</h2>	<p>The attached decision-making framework is subject to regular review. It outlines the role in decision making of the Council, Berneslai Homes Board, Committees, EMT and SMT.</p> <p>Several suggested changes and additions have been made to the existing framework highlighted in the documents and in the recommendations.</p> <p>All staff within Berneslai Homes are required to familiarise themselves with the framework and ensure they are compliant.</p> <p>The framework document provides clarification of key decisions within the organisation.</p> <p>It is best practice for the delegations to form part of the financial regulations. The financial regulations have now been reviewed and are on Board Agenda today for approval. The delegation framework has been included within these as an appendix. The financial regulations will be reviewed again by the new Head of Finance when in post and the delegation's framework will be written into these to ensure any decisions are clearly set out in one document.</p> <p>The Risk and Governance Manager is currently working on a document that outlines which reports go to Committee and Board for approval. This will aid officers to ensure the correct approvals are in place for their reports.</p>
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## 2. Recommendation/s

Board is requested to consider and approve the proposed changes to the existing decision-making framework namely: -

- The addition of Senior Management Team to the Delegations framework;
- The amendment to delegate from Board to EMT use of surplus up to £250k in agreement with BMBC Service Director;
- Restructure of less than 10% delegated from the Board to EMT;
- Delegated from Board to EMT any changes to Service Level Agreements;
- Waivers to BH contracts added and delegated by Board to EMT;
- New Service level Agreement added and delegated from Board to EMT
- Amendment to proposed changes to an SLA delegated by board to EMT

Several other decisions have been added or removed and are also highlighted in Appendix A to ensure the document captures all key decisions.

- Removal of Annual Service Plans this has been replaced by the Annual Business Action Plan agreed by Board and the Council as part of the review of the Strategic Plan;
- Addition of the approval route for BH strategies and Action Plans that underpin our Strategic Plan;
- The inclusion of the Annual Governance Statement which is a statutory reporting requirement.

## 3. Background

- 3.1 The delegation Framework and Financial Regulations will be reviewed annually or sooner if changes in legislation impacts on these.
- 3.2 Several suggested changes have been made to the framework including the addition of SMT and areas not previously included in the framework.
- 3.3 It is best practice for the delegations to form part of the financial regulations
- 3.4 The financial regulations will be reviewed again by the new Head of Finance when in post and the delegation's framework will be written into these to ensure any decisions are clearly set out in one document.



3.5 The Risk and Governance Manager is currently working on a document that outlines which reports go to Committee and Board for approval. This will aid officers to ensure the correct approvals are in place for their reports and will reflect the terms of reference for Board and Committees.

#### 4 Customer Voice/Impact

4.1 There is no direct impact on customer voice, the decision-making framework is in place to ensure all staff are clear on where decisions should be made whilst also adhering to the financial regulations, contract procedure rules and the Services Agreement between BMBC and BH.

#### 5. Risk and Risk Appetite

5.1 Risk Reference – Financial Management - Covers Financial Regulations and it is important to have a Financial Regulations Policy in place as a first line of defence.

Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to Internal Audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from Regulators.

#### 6. Strategic Alignment

6.1 The Decision-Making Framework ensures decisions are made at an appropriate level and segregation of duties exist. The policy supports the strategic objectives of the Company and meets and aligns with the requirements of BMBC.

#### 7. Data Privacy

7.1 There are no data privacy implications.

#### 8. Consumer Regulatory Standards

8.1 The Decision-making Framework ensures that the Governance and Financial Viability Standard is supported by maintaining segregation of duties throughout

the organisation and detailing decisions and the appropriate officers and Board members to make those approvals.

#### 9. Other Statutory/Regulatory Compliance

9.1 It is good practice to have a Delegation framework in place

#### 10. Financial

10.1 There are no financial implications arising from this report.

11. Human Resources and Equality, Diversity and Inclusion

11.1 There are no HR and EDI implications.

12. Sustainability Implications

12.1 None.

13. Appendices

13.1 Appendix A – Decision Making Framework – Summary of Delegations

KEY							
Decision	<input type="checkbox"/>	Review and Recommend	®	Delegate	◀	Not Applicable	NA

**DECISION MAKING FRAMEWORK – SUMMARY OF DELEGATIONS**

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
1	Ten Year Berneslai Homes Strategic Plan and Annual Business Action Plan		®	N/A	<input type="checkbox"/>	<input type="checkbox"/>
2.	BH Strategies and associated Action Plans	®	®	<input type="checkbox"/>	<input type="checkbox"/>	
3	Annual Report to tenants		<input type="checkbox"/>	◀	◀	
4.	Annual Governance Statement		®	®	<input type="checkbox"/>	
5	Annual BH Construction Services Financial and Resource Plan		<input type="checkbox"/>	◀	◀	
6	Annual Budget Approvals <ul style="list-style-type: none"> <li>• Berneslai Homes</li> <li>• Construction Services</li> </ul>		® ®	N/A	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> Cabinet
7	Annual Company Accounts		®	®	<input type="checkbox"/>	
8	Use of Surplus					
i)	Up to a maximum of £250,000 in any one year		<input type="checkbox"/>	N/A	N/A	<input type="checkbox"/> In agreement with Service Director
ii)	Above £250,000		®	N/A	®	<input type="checkbox"/> Cabinet Spokespersons
9	Housing Capital Programme – Investment proposals		N/A	N/A	N/A	<input type="checkbox"/> Cabinet

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
10	Company acquisitions					
i)	Up to £250K		□			
ii)	Up to £500K		®	◀	◀	□ Cabinet Spokespers on
iii)	Over £500K		®	◀	◀	□ Cabinet
11	Conversions					
i)	Up to £250K		□			
ii)	Up to £500K		®	◀	◀	□ Cabinet Spokespers on
iii)	Over £500K		®	◀	◀	□ Cabinet
12	Annual release of Barnsley Home Schemes		®	N/A	®	□ Cabinet
13	Release of other capital schemes					
i)	Below £25k (Director)		◀			
ii)	£25k - £100k (SMT)	®	□			
iii)	£100k to £250k (EMT)		□	◀	◀	□ Cabinet Spokespers on
iv)	Up to £500k		®	◀	◀	□ Cabinet
v)	Over £500k		®	◀	◀	□ Cabinet
14	Variations to Capital budget heads of less than £250K in total		□	◀	◀	
15	Variations to Capital budget heads of more than £250K in total		®	N/A		□

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
16	Waivers to HRA contracts					
i)	Up to £250k		☐			
ii)	Up to £500k		®	◀	◀	☐ Cabinet Spokespers on
iii)	Over 500k		®	◀	◀	☐ Cabinet
17	Waivers to BH contracts					
i)	Up to £250K	®	☐	◀	◀	
ii)	Up to £500K		☐	◀	◀	
iii)	Over £500K		☐	◀	◀	
18	Disposals		®	◀	◀	☐
19	Demolitions:-					
i)	Consultation on schemes below £100k	®	☐	◀	◀	
ii)	Decision to demolish below £100k	®	☐	◀	◀	
iii)	Consultation on schemes between £100-£250k		®	N/A	◀	☐ Service Director
iv)	Decision to demolish between £100-£250k		®	N/A	◀	☐ Service Director
v)	Consultation on schemes above £250k		®	N/A	N/A	☐
vi)	Decision to demolish above £250K		®		®	☐

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
20	Area Based Regeneration		®	®	<input type="checkbox"/>	<input type="checkbox"/>
21	Funding Bids		<input type="checkbox"/>	◀	◀	
22	Partnership Deals		®	®	<input type="checkbox"/>	
23	Significant Policy Changes		®	®	<input type="checkbox"/>	<input type="checkbox"/> Cabinet
24	Service Level Agreement					
i)	New	®	<input type="checkbox"/>	◀	◀	
ii)	Review		<input type="checkbox"/>	◀	◀	
iii)	Proposed change		<input type="checkbox"/>	◀	◀	
25	Changes to employee terms and conditions		®	®	<input type="checkbox"/>	
26	Staffing levels below Management Team		<input type="checkbox"/>			
27	Restructures (impacts less than 10% of Company)		<input type="checkbox"/>	◀	◀	
	Significant Restructures (impacts 10% of company, fundamental service change and/or change to EMT)		®	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> In agreement with Service Director
28	Executive Management Team Recruitment		N/A	<input type="checkbox"/> and CEO	◀	
29	Chief Executive Recruitment		N/A	N/A	<input type="checkbox"/>	
30	Chief Executive/ EMT Remuneration and Conduct		N/A	<input type="checkbox"/>	<input type="checkbox"/> (Appeals only)	
31	Board Remuneration			<input type="checkbox"/>	◀	
32	Company Contract Authorisation		<input type="checkbox"/>	N/A	◀	

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
33	Contract Procurement Waivers					
i)	below £100k		Company Director □			
ii)	above 100k		CEO Company Director x 2 and Procurement Manager □			
34	New company business and grant approvals to an annual maximum of £6M					
i)	Below £250k		□	N/A	◀	In agreement with Service Director
35	New company business and grant approvals to an annual maximum of £6M					
i)	Below £250k		□	NA	◀	In agreement with Service Director
ii)	Above £250k		Ⓜ	N/A	Ⓜ	□
iii)	Market rental and sale products		Ⓜ	N/A	Ⓜ	Service Director/ Written approval □

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
36	Write off of Company Bad Debts in any financial year					
i)	Individual debtor below £10,000		<input type="checkbox"/>	◀	◀	
ii)	Individual Debtor above £10,000 to below £50,000		®	<input type="checkbox"/>	◀	
iii)	Aggregate debts below £50,000		<input type="checkbox"/>	◀	◀	
iv)	Aggregate debts above £50,000 and below £100,000		®	<input type="checkbox"/>	◀	

Revised July 2023



## **Summary of Delegations**

### **1. Ten year Berenslai Homes Strategic Plan**

The Strategic Plan is a 10 year visioning document with annual review on objectives and key performance indicators. The Business Action Plan is the Board's and BMBC's monitoring document to assess progress against targets and to ensure strategic alignment and outcomes against corporate priorities. Final version agreed by Board in December of each year.

### **2. BH Strategies and Action Plans**

These are the Berenslai Homes Strategies that underpin our Strategic Plan such as Sustainability Strategy , ED and I strategy and the action plans within them.

### **3. Statutory Annual Report to tenants**

This is the Annual Report made publically available to all tenants by 1<sup>st</sup> October each year summarising key performance against the Social Housing Regulator's National Standards and our local offers.

### **4. Annual Governance Statement**

This is a statutory document which explains the processes and procedures in place to enable Berenslai Homes to carry out its functions effectively.

### **5. Annual Construction Services Financial and Resource Plan**

The plan outlines the annual workloads available and resources required and projections for future years, this allows Construction Services to prioritise work and deploy resources as required. Construction Services annual budget is agreed by Board in March of each year.

### **6. Annual Budget Approvals**

Budget setting cycle commences October with initial considerations of development and saving proposals by Board in November. Board approval is sought in December and referral to BMBC for agreement. Rent notices are delivered by the end of February to meet 4 week statutory notice period.

### **7. Annual Company Accounts**

The Company Accounts include the Directors report on performance during the financial year and the audited financial statements. They are reported each year to Board during the autumn and sent to BMBC.

### **8. Use of Surplus**

The Management Agreement with BMBC states that Berenslai Homes is entitled to use any surplus in accordance with any decision of its Board on reinvestment and in line with the organisation's business objectives. Berenslai Homes' company year-end accounts are signed off at the AGM by BMBC as sole shareholder. The first call on

surplus is to meet the needs of the Company. Proposals on use of surplus above £250,000 would be presented to Board with the draft year end accounts in May of each year, in readiness for committing spend after sign off. These proposals require the approval of the Cabinet Spokesperson for Council Housing/full Cabinet. Surplus decisions below £250,000 have been delegated by the Board to the Executive Management Team in agreement with the Service Director with responsibility for Council Housing. Within this context all Berneslai Homes surplus, over and above that required for company spend is pooled with HRA reserves as part of a strategic pool of unallocated resources.

#### **9. Five Year Rolling Housing Capital Programme**

The Housing Capital Programme details capital expenditure planned and identifies all funding sources. Stock condition data is provided by Berneslai Homes to the Council to inform the budget process.

#### **10. Acquisitions**

This includes both individual and S106 acquisitions. Release of individual schemes up to the value of £250K is delegated to the Executive Management Team using the standard delegated decision form, requiring a minimum of three signatures. Scheme approvals up to £500K are by the Cabinet Spokesperson and to full Cabinet for schemes valued over £500K. All schemes above £250K go to the BMBC Capital Oversight Board.

#### **11 Conversions**

The same budgetary levels apply to conversions as detailed under point 9 Acquisitions.

#### **12. Annual Release of Individual Barnsley Homes Standard Schemes**

The annual decent homes programme, which is part of the housing capital programme is provided as an annual report to Board for approval by Cabinet. Monitoring of spend would form part of quarterly reporting to the Board.

#### **13. Release of other Capital Schemes**

The release of any other elemental capital scheme agreed within the Housing Capital Programme will form part of the annual report (11) to Board and Cabinet. Release of additional schemes in mid year over £250K will follow the same route as acquisitions and conversions.

#### **14 Variations to Housing Capital Programme**

**& 15**

Where there are significant changes to capital budget heads in the Housing Capital Programme these are reported to the Council for approval. Variations of £250,000 plus are reported to the Council on a monthly basis.

#### **16. Waivers to HRA Contracts**

Waivers to contract procurement rules are aligned to the delegations approval for capital spend.

17. **Waivers to BH contracts**

Waivers to contract procurement rules are aligned to the delegations approval for Berneslai Homes spend

18. **Disposals**

Where a property or small group of properties requires extensive repairs or major structural work an option appraisal is undertaken on their future use. Possible outcomes are repair/improve, mothball, demolition or disposal. Where disposal is the preferred option a cascade system is in place which aims to minimise the risk of creating poor quality private rented properties coming on to the market. First preference is to Housing Association partners to meet strategic housing needs, second to accredited private landlords and third sale on open market – usually by auction. EMT are delegated to make recommendations to the Council on disposals.

Disposal of HRA land is delegated to BMBC Asset Management

19. **Demolitions**

All demolitions require public consultation and depending on the total cost the decision is delegated to Berneslai Homes, or requires approval by the Council's Cabinet Spokesperson.

20. **Area Based Regeneration**

If work beyond the Barnsley Homes Standard is required to create sustainable neighbourhoods work occurs with the community, stakeholders and RSL partners along with bids for external funding in partnership with BMBC.

Master plans or blueprints are produced setting out detailed strategies for these areas. The Board considers and recommends these plans to the Council's Cabinet.

21. **Funding Bids**

The company seeks to maximise its revenue and capital streams by submitting bids to a number of external sources to maximise its income, for example, the Home and Communities Agency. These funds are normally time limited and supportive of wider social and environmental issues.

22. **Partnership Deals**

New partnership proposals are presented to Board from time to time as specific developments occur.

23. **Significant Policy Changes**

These will arise as a matter of review in order to meet legislative/statutory requirements or in response to customer feedback and consultation which have a resourcing implication. Draft proposals would be submitted to the Customer Services Committee for discussion before final versions were considered by the Board and Council if required. Each subject area would have a project plan and be risk assessed.

Examples of significant policy change are the Lettings Policy and Tenancy Agreement review.

**24. Service Level Agreements**

Berneslai Homes has a number of Service Level Agreements (SLA) with BMBC. Each SLA is for a time period, normally 2 years with the ability to review and serve notice by each party. Reviews are undertaken as part of officer delegations and where there are proposals to change the SLA ie to market test or outsource. Any proposals to procure services differently must be jointly agreed with the Council.

**25. Changes to Employee Terms and Conditions**

Any changes would be considered by the Remuneration Committee and the necessary consultations had with trade unions.

**26. Staffing levels below Management Team**

Staffing decisions on vacancy release and changes to structures that can be contained within a directorate's overall budget profile and below £50k are part of the officer delegation schemes.

**27. Significant Restructures**

This is in reference to restructures where additional budget provision is required over and above £50,000 and 1 or more employees may be at risk as a consequence of the proposals, these decisions are for Board.

Decisions are only referred to the Council where there is a proposed 10% increase or decrease of the total staffing structure, a change that fundamentally amends the way services are provided and/or decisions affecting the Executive Team.

**28. Executive Management Team Recruitment**

Executive Management Team refers to direct reports of the Chief Executive.

Decision of the Remuneration Committee and the Chief Executive.

**29. Chief Executive Recruitment**

Decision of the Board.

**30. Chief Executive/Executive Management Team Remuneration and Conduct**

Annual pay increases in line with collective agreements, this delegation applies to any proposed changes in grade which is a decision of the Remuneration Committee on the recommendation from the Chair or Chief Executive as appropriate. Remuneration Committee to also act as disciplinary and grievance hearing panel, all appeals to full Board, excluding the Remuneration Committee members.

**31. Board Remuneration**

Decision of the Remuneration Committee with input from an independent source.

**32. Company Contract Authorisation**

All decisions to cease a Service Level Agreement with the Council (see delegation 21) and enter into an externally tendered contract to be approved by the Executive Management Team and signing of contracts under execution of deed delegated to the Chief Executive and Company Secretary.

**33. Waivers to Contract Procurement Rules**

Any waivers to contract procurement rules delegated to Director below £100k and EMT over £100k.

**34 & 35 New Business and Grant Approvals**

As part of the Strategic Plan and Management Agreement Berneslai Homes may externally trade to an annual limit of £6m. Depending on the potential value of the new business or grant being bid for the decision is delegated to the Executive below £250k in agreement with the Service Director, or above £250k to the Service Director with responsibility for Council Housing for written approval on behalf of the Council. This includes Berneslai Homes undertaking the delivery of market rents or sale products and additional work for Construction Services.

**36. Company Bad Debts**

All company bad debts to be written off have to be agreed by Audit Committee or officer delegation dependant on the level of debt.



Creating great homes and communities  
with the people of Barnsley

<b>Report Title</b>	Financial Regulations Policy Review	<b>Confidential</b>	No
<b>Report Author</b>	Kulvinder Sihota ED Corporate Services	<b>Report Status</b>	For Approval
<b>Report To</b>	Board 13 <sup>th</sup> July 2023	<b>Officer Contact Details</b>	<a href="mailto:KulvinderSihota@Berneslaihomes.co.uk">KulvinderSihota@Berneslaihomes.co.uk</a>

## 1. Executive Summary

The purpose of this report is to propose a revised Financial Regulations Policy for Berneslai Homes, following a review and feedback from Internal Audit.

The policy is designed to ensure financial controls are in place and decisions are made in line with delegated authority.

All staff within Berneslai Homes are required to familiarise themselves of the Financial Regulations and ensure they are compliant.

The proposed Financial Regulations Policy is at Appendix A.

The main changes have been clearly shown in Appendix B in the Summary of Changes document and these reflect best practice, changes in roles and responsibilities at Berneslai Homes and improve clarity. Minor changes are not reflected in this document. The Delegation Framework is also on this Board agenda for approval (and attached at Appendix C) and will be appended to the Financial Regulations for completeness once approved. Future updates of the Financial Regulations (to be undertaken by the Head of Finance) will incorporate the Delegation Framework so there is a single document going forward.

The proposed Financial Regulations have been approved by Internal Audit and were considered and recommended for approval by the Audit and Risk Committee at the meeting on 13<sup>th</sup> June 2023.

## 2. Recommendation/s

That Board approves:-

- The Financial Regulations Policy at Appendix A.
- Notes all the main changes detailed in the Summary of Changes at Appendix B.

### 3. Background

- 3.1 The Financial Regulations must be reviewed annually or sooner if changes in legislation impacts on these. It is important that the Financial Regulations are robust and clear, demonstrating strong financial controls exist within Berneslai Homes. The Financial Regulations ensure segregation of duties and appropriate delegation of decisions are in place.
- 3.2 These Financial Regulations reflect the recommendations of the Internal Auditors and changes have been incorporated.
- 3.3 Audit and Risk Committee may not have access to all the links contained within the Financial Regulations, if you require any of the documents these can be requested.
- 3.4 The Decision Making Framework – Summary of Delegations is contained within a separate document which is included for information at Appendix C and due for approval at this meeting, once approved this will be appended to the Financial Regulations for completeness. Future updates of the Financial Regulations (to be undertaken by the Head of Finance) will incorporate the Delegation Framework so there is a single document going forward.

### 4. Customer Voice/Impact

- 4.1 No direct impact on customer voice.

### 5. Risk and Risk Appetite

- 5.1 Risk Reference – Financial Management - Covers Financial Regulations and it is important to have a Financial Regulations Policy in place as a first line of defence.

Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to Internal Audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from Regulators.

### 6. Strategic Alignment

- 6.1 The Financial Regulations ensures decisions are made at an appropriate level and segregation of duties exist. The policy supports the strategic objectives of the Company.

7. Data Privacy

7.1 There are no data privacy implications.

8. Consumer Regulatory Standards

8.1 The Financial Regulations ensure that the Governance and Financial Viability Standard is supported by maintaining segregation of duties throughout the organisation and detailing decisions and the appropriate officers to make those approvals.

The Value for Money standard is supported through procurement of goods and services.

9. Other Statutory/Regulatory Compliance

9.1 It is good practice to have a Financial Regulations Policy in place.

10. Financial

10.1 There are no financial implications arising from this report. Minimum reserves balance is outlined in the policy.

11. Human Resources and Equality, Diversity and Inclusion

11.1 There are no HR and EDI implications.

12. Sustainability Implications

12.1 None.

13. Appendices

13.1 Appendix A – Financial Regulations.

13.2 Appendix B – Summary of Changes.

13.3 Appendix C – Decision Making Framework – Summary of Delegations  
(For information)



# BERNESLAI HOMES FINANCIAL REGULATIONS

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Why do we have Financial Regulations?

Who do they apply to?

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- 3 Risk Management
- 4 Internal Control and Audit

### **PART C – Financial Management and Control:**

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- 2 Budgetary Controls
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1. Ordering and Purchasing Arrangements
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### **PART F – Banking, Treasury and Assets:**

1. Banking Arrangements
2. Treasury Management
3. Assets of the Company

### **Glossary of Terms**

## **PART A: OVERVIEW**

### **WHY DO WE HAVE FINANCIAL REGULATIONS?**

Berneslai Homes Limited (The Company) is responsible for managing public money on behalf of the Council.

Financial Regulations exist to ensure that all public money and those resources that come under the Company's stewardship are appropriately administered, employed and safeguarded.

These Regulations provide a clear, robust reference point to help Officers and Members fully understand what their (statutory and organisational) financial responsibilities are and ensure the proper administration of the Company's financial affairs.

The Financial Regulations provide a framework for managing the financial affairs of Berneslai Homes Limited. The Council's Financial Regulations must be followed when expending monies from the Council's Housing Revenue Account (HRA) budgets.

The Financial Regulations have been approved by the Company's Board and should be read in conjunction with the Company's Contract Procedure Rules.

Any advice or assistance regarding the Regulations should be directed to the Head of Finance or the Executive Director of Corporate Services.

### **WHO DO THEY APPLY TO?**

These regulations apply to every Board member and Officers. It is acknowledged that there may be sections more relevant to some individuals, dependent on their role. All Board members and Officers must take time to familiarise themselves with the Financial Regulations, their roles and responsibilities.

The purpose of the regulations falls into four key areas:

- To put into place arrangements for the proper administration of the financial affairs of the Company.
- To ensure that the financial responsibilities within the Service Level Agreement with the Council are effectively managed.
- To establish robust rules, systems, and procedures for an effective framework of accountability and control.
- To establish the process of governance through effective communication, performance management, and probity.

The regulations outlined in this document must be observed and should any doubt exist to their meaning the Executive Director of Corporate Services should be consulted.

**Officers who fail to comply with the Financial Regulations may be subject to disciplinary action. Board Members who fail to comply will be reported to the Board for action to be taken.**

## PART B: CORPORATE GOVERNANCE

### 1. CORPORATE GOVERNANCE

Corporate governance is about how Berneslai Homes ensures that it is doing the right thing, in the right way, for the right people, in a timely, inclusive, open, honest, and accountable manner. Good governance provides a framework for the Company and its partners to work effectively, economically, and ethically. Berneslai Homes should carry out its functions in a way that demonstrates accountability, transparency, effectiveness, integrity, and inclusivity. Good governance will support the company to pursue its vision and achieve its agreed strategic objectives and priorities.

Berneslai Homes is responsible for ensuring that its business is conducted in accordance with the law and regulatory standards. It is also responsible for ensuring that public money is safeguarded, properly accounted for, and used economically, efficiently, and effectively.

The Annual Governance Statement provides an overall assessment of the effectiveness of the Company's governance arrangements. The Statement includes an appraisal of the key controls in place to manage the principal governance risks and the effectiveness of systems and processes governing decision-making and financial control. The Annual Governance Statement is approved by the Board.

The Company has adopted the principles outlined in the CIPFA/SOLACE Framework as part of our framework, 'Delivering Good Governance in Local Government'.

The Company undertakes an annual self-assessment against the National Housing Federation (NHF) Code of Governance, which is then independently validated by Internal Audit. The Code is designed to help housing organisations achieve the highest standards of governance and Board excellence.

Role	Responsibility
<b>Board</b>	<ul style="list-style-type: none"> <li>• Accountable for the management and internal control systems of the Company.</li> </ul>
<b>Audit and Risk Committee</b>	<ul style="list-style-type: none"> <li>• Provide independent assurance to the Board about the effectiveness of the Company's governance arrangements.</li> </ul>

Role	Responsibility
<b>Executive Director of Corporate Services</b>	<ul style="list-style-type: none"> <li>• Maintain adequate and effective corporate governance in accordance with the framework and the Annual Report and Accounts, Audit Regulations.</li> </ul>
<b>Head of Internal Audit</b>	<ul style="list-style-type: none"> <li>• Support the constant development and improvement in corporate governance throughout the Company.</li> <li>• Provide an independent, objective and evidence based annual assurance opinion on the effectiveness of the Company's internal control, risk management and corporate governance framework.</li> </ul>
<b>Chief Executive, EMT/SMT</b>	<ul style="list-style-type: none"> <li>• Inform the Head of Internal Audit of any suspected irregularities, impropriety or areas of malpractice that are brought to their attention.</li> </ul>
<b>Officers</b>	<ul style="list-style-type: none"> <li>• Notify their respective Manager, Head of Service or Head of Internal Audit of: <ul style="list-style-type: none"> <li>➤ All concerns regarding suspected irregularities involving cash, stores, equipment, information or other resources or property of the Company or Council.</li> <li>➤ Suspected impropriety in the functions of the Company, Council or Sub-Contractor/Suppliers third parties.</li> <li>➤ Suspected malpractice in the completion, use or retention of records.</li> </ul> </li> </ul>

Further Information is available from the finance team and the intranet:

[Anti-Fraud & Corruption Policy](#)

[Whistleblowing Policy](#)

[Prosecutions Policy](#)

[Information Management and Governance Policy](#)

[Officer Code of Conduct](#)

[Board Code of Conduct](#)

## PART B: CORPORATE GOVERNANCE

### 2. VALUE FOR MONEY

The Value for Money (VFM) strategy sets out the Company's commitment to achieving Value for Money and the importance of VFM being at the heart of everything that the Company does. The responsibility for VFM lies with all staff within the Company it is not restricted to senior management or those with financial responsibilities.

The strategy includes the following Value for Money **aims**:-

- To provide cost effective services that give high levels of customer satisfaction
- To maximise resources available

Underpinning VFM aims are the following objectives: -

- To improve VFM
- To have an effectively managed approach to VFM
- To promote ownership and awareness throughout the organisation, with customers and other partners/stakeholders
- To demonstrate VFM

The Company demonstrates and provides evidence of VFM by:

- Benchmarking costs and performance
- Maximising VFM from contracts through effective procurement processes
- Setting annual efficiency targets
- Reviewing and streamlining processes
- Maximising external funding opportunities

Role	Responsibility
<b>Board</b>	<ul style="list-style-type: none"> <li>• Approve and obtain assurance that the strategy is being delivered and provide challenge to ensure VFM is at the heart of the decision-making process.</li> </ul>
<b>Audit and Risk Committee</b>	<ul style="list-style-type: none"> <li>• Ensure satisfactory arrangements are in place to promote economy, efficiency, and effectiveness through best value practices.</li> <li>• The chair of the committee is VFM champion reporting to the Board.</li> </ul>
<b>Chief Executive, EMT/SMT</b>	<ul style="list-style-type: none"> <li>• Implementing arrangements that will ensure VFM is being sought.</li> <li>• Demonstrate effective procurement processes are in place.</li> <li>• The Director of Corporate Services takes the lead on VFM.</li> </ul>
<b>Officers</b>	<ul style="list-style-type: none"> <li>• Endeavour to seek VFM.</li> <li>• Contribute to effective procurement.</li> <li>• Bring to Managers attention any potential for improvement or areas of financial saving.</li> </ul>

Further information is available from the finance team and the intranet:

[Value for Money Strategy 2020-2023](#)



## PART B: CORPORATE GOVERNANCE

### 3. RISK MANAGEMENT

Berneslai Homes is committed to the successful delivery of services and outcomes to our customers. Invariably, there will be threats to the delivery of services, and the aim of risk management is to ensure that those threats (and Opportunities) are identified, managed, and mitigated which, therefore reduces the risk to an acceptable level.

However, it is not the intention to be risk averse and it is recognised that certain risks taken in pursuit of objectives will not always be capable of mitigation to the agreed or indeed, acceptable levels. It is however essential to understand and communicate such risks and to keep them under regular review.

The Company's risk management framework sets out our strategic framework for managing risk across Berneslai Homes. It covers our strategic approach to risk, methodology for the assessment of risk, reporting mechanisms, timing, and specific risk management responsibilities. It also includes our risk appetite. Berneslai Homes maintains both a strategic and a series of operational issues and concerns (risk) registers and project registers which are stored and managed on SharePoint.

The overall objective of the risk management framework is to ensure the Company has a clear and robust approach to managing risk. It provides a structure to integrate risk management into all aspects of the Company's activity, with the aim of protecting our assets, and complying with all relevant laws and regulations.

<b>Role</b>	<b>Responsibility</b>
<b>Board</b>	<ul style="list-style-type: none"><li>• Review and approve the Risk Management Framework.</li><li>• Seek assurance from the Audit and Risk Committee on the effectiveness of the Risk Management Framework.</li><li>• Review the strategic issues and concerns register.</li></ul>
<b>Audit and Risk Committee</b>	<ul style="list-style-type: none"><li>• Annually assess the risk management framework and report on its effectiveness to the Board.</li></ul>
<b>EMT/SMT</b>	<ul style="list-style-type: none"><li>• Ensure that the risk management framework is embedded and that risk is effectively managed across the organisation.</li></ul>
<b>Risk and Governance Manager</b>	<ul style="list-style-type: none"><li>• Maintaining the risk management framework and co-ordinating assurance activity across Berneslai Homes.</li></ul>

Role	Responsibility
<b>Managers</b>	<ul style="list-style-type: none"> <li>Responsible for operational and project risks within their service areas, ensure that operational controls are in place and effective and mitigating actions implemented.</li> </ul>
<b>Officers</b>	<ul style="list-style-type: none"> <li>Identifying new risks as appropriate and ensure that identified actions to manage and mitigate the risk are agreed and monitored .</li> </ul>

Further Information is available from the finance team and the intranet:  
The Risk Management Framework is set out in the Annual Governance Statement.

## **PART B: CORPORATE GOVERNANCE**

### **4. INTERNAL CONTROL AND AUDIT**

Internal Audit Services are provided to the Company by the Council’s Internal Audit Team.

Internal Audit provides an independent, objective assurance and consulting service designed to add value and improve the Company’s operations. It helps the Company accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of internal control, risk management and governance processes.

The Internal Audit function is undertaken under the independent leadership of the Head of Internal Audit, Anti-Fraud and Assurance in accordance with professional practices prescribed in the Public Sector Internal Audit Standards.

In addition, Internal Audit ensure that an anti-fraud and anti-corruption framework is in place and the associated controls and investigatory procedures.

Role	Responsibility
<b>Board</b>	<ul style="list-style-type: none"> <li>• Overall ownership and responsibility for the Company's internal control, governance, and risk management arrangements.</li> </ul>
<b>Audit and Risk Committee</b>	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>• A continuous internal audit is arranged to examine accounting records and control systems in accordance with relevant legislation and best professional practice.</li> <li>• The Company's accounts are scrutinised by external auditors, appointed by the Board.</li> <li>• There is an independent review of internal and external activity.</li> </ul>
<b>Head of Internal Audit</b>	<ul style="list-style-type: none"> <li>• Deliver the Internal Audit function in accordance with the Public Sector Internal Audit Standards.</li> <li>• Provide an independent, objective and evidence based annual assurance opinion on the effectiveness of the Company's internal control, risk management and governance processes.</li> </ul>
<b>Executive Director of Corporate Services</b>	<ul style="list-style-type: none"> <li>• On behalf of the Company, maintain an adequate and effective Internal Audit service in accordance with the Annual Report and Accounts and Audit Regulations.</li> <li>• Ensure that the statutory requirements for External Audit are complied with and that the External Auditors can effectively scrutinise the Company's records.</li> <li>• Development and maintenance of anti-fraud and anti-corruption framework</li> <li>• Referring issues deemed appropriate to the EMT, Head of Internal Audit/Board and the Police.</li> </ul>

Role	Responsibility
<p><b>Chief Executive/ EMT/SMT</b></p>	<ul style="list-style-type: none"> <li>• Engage with Internal Audit during the annual planning process and throughout the year regarding Internal Audit activity, to ensure that audit resources can be effectively and efficiently utilised.</li> <li>• Ensure that the management actions agreed and contained within Internal Audit reports are actioned within an appropriate timescale.</li> <li>• Inform the Head of Internal Audit of any suspected irregularities, impropriety, or areas of malpractice that are brought to their attention.</li> <li>• Ensure that Internal Audit can, in the pursuit of their duties: <ul style="list-style-type: none"> <li>➤ Access all Company premises or land.</li> <li>➤ Have access to all necessary records, documentation and correspondence including those held on computers.</li> <li>➤ Access records belonging to or controlled by third parties such as contractors.</li> <li>➤ Require information or explanation from Company officers and require any officers to account for or produce cash, stores, or other assets under their control.</li> </ul> </li> </ul>
<p><b>Officers</b></p>	<ul style="list-style-type: none"> <li>• Notify their respective Manager, Head of Service and/or Internal Audit of: <ul style="list-style-type: none"> <li>➤ All concerns regarding suspected irregularities involving cash, stores, equipment, information or other resources or property of the Company.</li> <li>➤ Suspected impropriety in the functions of the Company.</li> <li>➤ Suspected malpractice in the completion, use or retention of records.</li> </ul> </li> <li>• Assist Internal Audit staff as required in the delivery of their duties.</li> <li>• Adhere to the Company's Financial Regulations.</li> </ul>

**Further Information:** Documents providing further guidance and advice on matters relating to Internal Audit, antifraud and, corruption matters have been uploaded to the intranet.

[Anti- Fraud & Corruption Policy](#)

[Whistleblowing Policy](#)

[Internal Audit Charter](#)

**Support & Advice**

<b>Rob Winter - Head of Internal Audit, Anti-Fraud and Assurance</b>	
E-mail	<a href="mailto:robwinter@barnsley.gov.uk">robwinter@barnsley.gov.uk</a>
Tel	07786 525319

<b>Sharon Bradley - Audit Manager</b>	
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Tel	07795 305846

<b>Joanne Race - Principal Auditor, Corporate Anti-Fraud Team</b>	
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Tel	07795 305845

## PART C: FINANCIAL MANAGEMENT AND CONTROL

### 1. FINANCIAL PLANNING – REVENUE AND CAPITAL BUDGETS

A budget is a financial plan of estimated income and expenditure over a future period.

Every year the Company sets an annual revenue budget, this is presented to the Board in December for the forthcoming year. The Board is asked to approve the budget subject to Council approval of the Management Fee.

The objective of the Annual Budget Planning Process is to maximise those resources available to the Company in support of its priorities for the financial year and where necessary address any resourcing gaps.

On occasion the Company utilises Company reserves for capital projects. These budgets follow the same regulations as below in respect of approval, to ensure they are in line with Company priorities and represent value for money. In addition the Company Reserves policy outlines the approval process for the use of Reserves.

These regulations relate to the setting of Company budgets. The Council sets the HRA (Housing Revenue Account) budget, refer to the Council’s financial regulations for details.

Role	Responsibility
<b>Board</b>	<ul style="list-style-type: none"> <li>• Approving Revenue and Capital Budgets.</li> <li>• Approve variations to the Revenue and Capital Budgets where this has not been delegated to Officers.</li> </ul>
<b>Executive Director of Corporate Services</b>	<ul style="list-style-type: none"> <li>• Development of guidelines and management of the overall budget process.</li> <li>• Consultation with the Board on budget assumptions and priorities in advance of presentation of the budget.</li> <li>• Presentation of the budget jointly with the Chief Executive to Board.</li> <li>• Provision of detailed procedures on the preparation of budget estimates and timetable to meet Board and Council deadlines.</li> <li>• Encouraging the best use of Company resources in line with the Company’s value for money principles.</li> <li>•</li> </ul>

Role	Responsibility
<b>Executive Director of Corporate Services (Cont'd)</b>	<ul style="list-style-type: none"> <li>• Identification and financial appraisal of development and saving opportunities.</li> <li>• Advise Board on financial strategy and the robustness of the budget calculations.</li> <li>• Advise Board on the appropriate level of reserves and any required contingencies.</li> <li>• Ensure that any reserves held are used for their intended purpose.</li> </ul>
<b>Chief Executive/ EMT/SMT</b>	<ul style="list-style-type: none"> <li>• Ensure the budget estimates reflect agreed Company priorities and are in line with the guidelines issued by the Executive Director of Corporate Services.</li> <li>• Ensure that budget holders are involved in budget preparation and held accountable for budgets under their control.</li> <li>• Consulting with other Officers where a budget proposal is likely to impact on their service activity.</li> <li>• Consulting with the Executive Director of Corporate Services in relation to any proposals or changes that could impact upon the budget.</li> </ul>
<b>Budget Holders</b>	<ul style="list-style-type: none"> <li>• Provide supporting information to the relevant Head of Service and/or Executive Directors to inform budget estimates.</li> </ul>

## PART C: FINANCIAL MANAGEMENT AND CONTROL

### 2 BUDGETARY CONTROLS

#### 2A Monitoring Revenue Budgets

It is essential that there is a robust and effective budgetary control framework to ensure the Company's overall budget is not exceeded and is operating within approved budget limits.

Role	Responsibility
<b>Board</b>	<ul style="list-style-type: none"><li>• Obtaining assurance that budgets remain on target and within approved limits.</li><li>• Consideration and approval of variations (where not delegated to Officers).</li></ul>
<b>Executive Director of Corporate Services / Head of Finance</b>	<ul style="list-style-type: none"><li>• Establishing an internal control framework for budget management and monitoring.</li><li>• Provision of accurate and timely financial information to budget holders to enable budgets to be managed and monitored effectively.</li><li>• Obtain assurance that all income and expenditure is accounted for correctly.</li><li>• Ensure that cost centres are allocated to a named budget holder determined by the relevant Head of Service.</li><li>• Ensure that significant budget variances are reported by budget holders and investigated further by budget holders and the relevant Head of Service.</li><li>• Reporting to the Board on projected income and expenditure against the budget on a quarterly basis.</li><li>• Ensure arrangements are in place for bidding for external funds and preparation of grant claims.</li></ul>



Role	Responsibility
<b>Executive Director of Corporate services / Head of Governance &amp; Strategy</b>	<ul style="list-style-type: none"> <li>• To advise the Board where a decision is required that is not in accordance with the budget or will result in the total expenditure financed from the management fee and Company reserves.</li> <li>• To advise the Board if decisions will commit expenditure in future years above the budget level.</li> </ul>
<b>Chief Executive/ EMT/SMT</b>	<ul style="list-style-type: none"> <li>• To ensure that the internal control framework for budget management and monitoring requirements are met.</li> <li>• Ensure spending remains within the approved budgets by controlling income and expenditure, monitoring performance, and taking corrective action where variations from budget are forecast.</li> <li>• Notify the Director of Corporate Services when proposals may lead to increased or reduced commitments. Informing the Board of any proposed action to be taken (where a decision/approval is required).</li> <li>• Ensure that expenditure is coded correctly and committed only against approved budget heads.</li> <li>• Implement any budget reduction approved by the Company.</li> </ul>
<b>Budget Holders</b>	<ul style="list-style-type: none"> <li>• Comply with the internal control framework for budget management and monitoring is complied with.</li> <li>• Report to the Executive Director of Corporate Services and relevant Head of Service any significant budget variance.</li> <li>• Investigate and provide explanations to the relevant Head of Service and Executive Director of Corporate Services on budget variances.</li> </ul>

### Further information

Guidance on Budget Monitoring is available on SharePoint. Financial advice and support available from the Finance Team.

## PART C: FINANCIAL MANAGEMENT AND CONTROL

### 2 BUDGETARY CONTROLS

#### 2B Monitoring Capital Budgets

The Company may have capital projects funded from Company reserves. It is important that each capital project is monitored against the approved budget.

<b>Role</b>	<b>Responsibility</b>
<b>Board</b>	<ul style="list-style-type: none"><li>• Approve capital schemes (where not delegated to Officers).</li><li>• Obtain assurance that proposed schemes represent value for money and support the Company's strategic objectives and priorities.</li></ul>
<b>Executive Director of Corporate Services/ Head of Finance</b>	<ul style="list-style-type: none"><li>• Establish an internal control framework for budget management and monitoring.</li><li>• Ensure that capital projects are fully appraised and represent value for money.</li><li>• Identify any subsequent revenue implications arising from a capital project.</li></ul>
<b>Chief Executive/ EMT/SMT</b>	<ul style="list-style-type: none"><li>• Ensure that no capital commitment is made before a scheme has been appraised and approved by Board.</li><li>• Ensure that proposed projects are aligned to the Company's objectives and priorities.</li><li>• In conjunction with the Executive Director of Corporate Services keep Board updated with forecast expenditure against the approved budget.</li><li>• Ensure that the internal control framework for budget management and monitoring is complied with.</li></ul>

Role	Responsibility
<b>Budget Holders</b>	<ul style="list-style-type: none"> <li>• Comply with the internal control framework for budget management and monitoring.</li> <li>• Report to the Executive Director of Corporate Services and relevant Head of Service any significant budget variance.</li> <li>• Investigate and provide explanations to the relevant Head of Service and Executive Director of Corporate Services significant budget variances.</li> </ul>

**Further information:** The internal control framework is set out in the Annual Governance Statement. Guidance on budget management is available on SharePoint and from the finance team.

## **PART C: FINANCIAL MANAGEMENT AND CONTROL**

### **2 BUDGETARY CONTROLS**

#### **2C Virements**

Virement' is the term used to describe the transfer of resources between or within one part of the budget to another.

Virements are adjustments made to maintain budget control or to support changes to service delivery.

Role	Responsibility
<b>Board</b>	<ul style="list-style-type: none"> <li>• Approve virements above £50,000 to the capital and revenue budgets of the Company.</li> </ul>
<b>Executive Director of Corporate Services/ Head of Finance</b>	<ul style="list-style-type: none"> <li>• Control and administer the virement process in line with limits set by the Company.</li> <li>• Record approved virements in the financial system and report in the management accounts.</li> <li>• Prepare and present monitoring reports to the Board.</li> </ul>

Role	Responsibility
<b>EMT</b>	<ul style="list-style-type: none"> <li>• Approve virements up to and including £50,000 to the capital and revenue budgets of the Company.</li> <li>• Obtain assurance that all virements are in line with Company limits.</li> </ul>
<b>Budget Holders</b>	<ul style="list-style-type: none"> <li>• Ensure all requests for virements are made in writing and sent to the Finance team.</li> </ul>

**Further Information:**

[\[Link to BH Finance Page\]](#)

[\[Link to delegated decisions\]](#)

**Guidance on Budget Controls is available on SharePoint. Financial advice and support are available from the finance team.**

## **PART C: FINANCIAL MANAGEMENT AND CONTROL**

### **3 FINANCIAL DECISION MAKING**

It is essential that the Executive Director of Corporate Services or Head of Finance are consulted on delegated decision reports at the earliest opportunity.

If the report requires a decision on HRA related expenditure consultation should be with a relevant Council Finance Officer.

As a minimum Finance should be consulted at least five working days before submission to the Executive Management Team to enable full consideration of the financial implications of any proposal.

Reports should clearly state all financial implications arising from the proposal and identify in detail any risks (including financial and operational).

Role	Responsibility
<b>Executive Director of Corporate Services / Head of Finance</b>	<ul style="list-style-type: none"> <li>• The Head of Finance or delegated finance officer will: <ul style="list-style-type: none"> <li>• Provide support and guidance to officers on the financial implications and risks of proposals.</li> <li>• Prepare the financial appendix and financial implications section of the report.</li> <li>• Review the adequacy of all financial implications and risks in reports before submission to EMT.</li> </ul> </li> </ul>

Role	Responsibility
<b>Chief Executive/ EMT/Senior Management Team (SMT)</b>	<ul style="list-style-type: none"> <li>• Ensure that all decision-making reports properly set out the financial implications and risks of the proposed actions.</li> <li>• Ensure that the finance team have been consulted before reports have been submitted for approval.</li> </ul>
<b>EMT</b>	<ul style="list-style-type: none"> <li>• Approve the decisions proposed in the reports.</li> </ul>

**Further Information:**

It is very important that the risks and financial implications are included in reports. Advice on the inclusion of risk and financial implications is available on SharePoint and from the Finance Team.

## SECTION D: INCOME AND CONTRACT MANAGEMENT

### 1. INCOME COLLECTION

It is essential that income is collected promptly, recorded accurately, and banked securely.

Role	Responsibility
<b>Executive Director of Corporate Services / Head of Finance</b>	<ul style="list-style-type: none"> <li>• Ensure effective and efficient arrangements are in place for the collection, recording and banking of money due to the Company.</li> <li>• Approve all procedures relating to income and cash collection.</li> </ul>
<b>Chief Executive/EMT/SMT</b>	<ul style="list-style-type: none"> <li>• Obtain assurance that all income due to the services under their responsibility is promptly identified, collected, receipted, and recorded in accordance with regulatory and procedural requirements.</li> <li>• Obtain assurance that the issuing of invoices and receipts comply with income procedures.</li> </ul>
<b>Officers</b>	<ul style="list-style-type: none"> <li>• Ensure that Company procedures are followed so that all sources of income are promptly and accurately collected, recorded, and secured.</li> <li>• Ensure there is segregation of duties in the receipt, banking and recording of income.</li> <li>• Any income physically received is banked promptly and intact.</li> <li>• No deduction may be made from monies received unless specifically authorised by the Executive Director of Corporate Services.</li> <li>• All income received must be acknowledged by the issue of an official receipt (physical or electronic).</li> <li>• Transfer of monies between officers is evidenced by the signature of the receiving officer and a record is retained.</li> <li>• Only official Company receipts are used in evidencing receipt of income.</li> <li>• All income-related transactions are carried out in full compliance of the Company's income procedures.</li> </ul>

Further Information: [Link to income collection procedures](#)

## SECTION D: INCOME AND CONTRACT MANAGEMENT

### 2. DEBTOR CONTROL

Debt collection is undertaken by the Council on behalf of the Company in accordance with the Council's debt recovery process. The Council provide a monthly position statement on Company debt and recovery action taken. Decisions to write off any irrecoverable debt are made by the Company in line with approved levels of delegation.

Roles	Responsibility
<b>Board</b>	<ul style="list-style-type: none"> <li>• Approve the write-off of irrecoverable debts based on the information provided and recommendation provided by the Executive Director of Corporate Services and agreed level of delegations.</li> </ul>
<b>Executive Director of Corporate Services/Head of Finance</b>	<ul style="list-style-type: none"> <li>• Ensure that effective and efficient arrangements exist for debt recovery of sums due to the Company.</li> <li>• Present quarterly reports to EMT of the Company's debt position and make recommendations for the write-off of irrecoverable debts.</li> <li>• Initiate where applicable, legal proceedings to pursue debts in conjunction with the Head of Corporate Governance.</li> </ul>
<b>Chief Executive/ EMT/SMT</b>	<ul style="list-style-type: none"> <li>• Establish a charging policy for the supply of goods or services by the Company including the appropriate charging of VAT.</li> <li>• Obtain assurance that effective and efficient arrangements are in place in relation to debt recovery.</li> <li>• Authorise the write-off of irrecoverable debts based on information and recommendations from the Executive Director of Corporate Services (where delegated from the Board).</li> <li>• Escalate any disputes impacting on income collection to the Executive Director of Corporate Services.</li> </ul>

Further Information: [\[link for write off delegations\]](#)

## SECTION D: INCOME AND CONTRACT MANAGEMENT

### 3. CONTRACTS AND AGREEMENTS

It is crucial that all contracts and agreements entered, into by the Company are in a format approved by legal services to safeguard the Company/ Council in terms of risks and liabilities and contain clearly defined contractual roles, responsibilities and outcomes.

The Company adopts the principles of the Council’s Contract Procedural Rules when procuring goods, services, and works. The Company sets thresholds for EMT approvals which may not be aligned to the Council.

Contract Procedural Rules are in line with Procurement Regulations which is mandatory for the Public Sector.

Berneslai Homes will adhere to the decision-making framework agreed by the Board, in terms of delegated powers to enter contracts.

Roles	Responsibilities
<p><b>Executive Director of Corporate Services</b></p>	<ul style="list-style-type: none"> <li>• Approve the framework on which the Company’s contracts will be managed, monitored, and reviewed to provide for effectiveness and value for money.</li> <li>• In consultation with the Chief Executive and/or Service Directors review the arrangement of leasing/rental agreements.</li> <li>• Approve the processes for submission, validation and payment of interim claims and final accounts for capital projects.</li> <li>• Approve any ‘set-offs’ of claims against liquidated damages or any write-offs of liquidated damages.</li> <li>• Review annually the Company’s Contract Procedure Rules with the Procurement Manager.</li> </ul>
<p><b>Procurement Manager</b></p>	<ul style="list-style-type: none"> <li>• Identify, assess, and manage procurement risk, review future commissioning and procurement strategies and plans, share intelligence, perform need analyses and identify potential cost efficiencies and service improvement opportunities within the business.</li> <li>• Produce a Procurement Strategy, policy and an annual Procurement Plan.</li> </ul>



<b>Roles</b>	<b>Responsibilities</b>
<b>Procurement Manager (Cont'd)</b>	<ul style="list-style-type: none"> <li>• Ensure effective and efficient contract management and supplier engagement arrangements are in place across the Company and that these arrangements and key supplier relationships are maintained.</li> <li>• Ensure the Company is fully compliant with UK law and all relevant statutory procurement guidance.</li> <li>• Identify and share any best practice opportunities with regards to contracts and agreements with EMT and SMT.</li> <li>• Maintain the corporate contracts register in accordance with the requirements of the Local Government Transparency Code.</li> </ul>
<b>Chief Executive/ EMT and SMT</b>	<ul style="list-style-type: none"> <li>• Obtain assurance of compliance with Contract Procedure Rules, Financial Regulations and the Company's procurement policies and procedures.</li> <li>• Approve contracts (above £100k total contract value) for the supply of goods, services or works in accordance with regulatory, policy and procedural requirements.</li> <li>• Effectively manage projects and obtain approvals, in accordance with the Terms of Reference &amp; Delegation, and report any financial impact that may have an adverse effect to the Board.</li> <li>• Report to the Board for approval any instances where the total cost of works or professional fees exceeded by more than 10% or £50,000.</li> <li>• Immediately inform the Executive Director of Corporate Services in writing of any significant breaches of Contract.</li> <li>• Refer claims from partners/contractors in respect of contracts and agreements to the Executive Director of Corporate Services and Company Secretary for consideration.</li> <li>• Review and approve all final statements of accounts and supporting documentation for all contracts and agreements prior to payment being made.</li> </ul>

Roles	Responsibilities
<b>Officers</b>	<ul style="list-style-type: none"> <li>Comply with Contract Procedure Rules, Financial Regulations and procurement policies and procedures.</li> </ul>

**Further information:**

[BH Contract procedures rules](#)

[BH Procurement Intranet site](#)

[Barnsley Council's Procurement Intranet site](#)

[BH Delegations](#)

**Support and Advice**

<b>Denise Daykin- Procurement Manager (BH)</b>	
E-mail	<a href="mailto:denisedaykin@berneslaihomes.co.uk">denisedaykin@berneslaihomes.co.uk</a>
Tel	01226 787878

<b>Chris Arnold - Head of Strategic Procurement and Contract Management (BMBC)</b>	
E-mail	Jenny Lockwood (Interim)
Tel	01226 774652

## PART D: INCOME AND CONTRACT MANAGEMENT

### 4. THIRD PARTY ARRANGEMENTS

It is essential that arrangements are in place to regulate and monitor the Company's relationships with third parties.

<b>Role</b>	<b>Responsibility</b>
<b>Board</b>	<ul style="list-style-type: none"><li>• Approve the contractual arrangements for any work to be undertaken by third parties or external bodies.</li></ul>
<b>Executive Director of Corporate Services</b>	<ul style="list-style-type: none"><li>• Advise on and approve the financial implications and risks of any proposed trading arrangements between the Company and third parties.</li><li>• Advise on the establishment and operation of trading accounts to ensure that the accounting and internal control processes comply with Company and statutory requirements and that the results of trading operations are properly recorded and reported.</li></ul>
<b>Chief Executive/ EMT &amp; SMT</b>	<ul style="list-style-type: none"><li>• Obtain approvals before any negotiations are concluded in relation to work with external bodies.</li><li>• Record and monitor arrangements to ensure that costs and services are fully identified, and outcomes met.</li><li>• In consultation with the Executive Director of Corporate Services, report to the Board any proposal to provide assistance in cash or kind to third parties.</li><li>• Reporting to Board on any outstanding debts due to the Company from a body that has received assistance.</li></ul>

## PART D: INCOME AND CONTRACT MANAGEMENT

### 5. EXTERNAL FUNDING

The Company on occasion receives external funding from various sources, each external funding provider having their own specific funding conditions and requirements.

It is essential that the Executive Director of Corporate Services/Head of Finance is consulted and approves the external funding source before any agreements are entered into. This is to ensure that the funding supports the Company's priorities, and any match funding requirements or other obligations are fully understood.

Roles	Responsibility
<b>Executive Director of Corporate Services/Head of Finance</b>	<ul style="list-style-type: none"><li>• Ensure that all external funding is received and properly recorded in the Company's accounts.</li><li>• Ensure that any match funding requirements are considered prior to entering into any agreement and future budgets reflect these requirements.</li><li>• Maintain a central register of external funding and grant arrangements.</li><li>• Ensure that all funding body requirements are met including the submission of claims that are fully supported by source documentation.</li></ul>
<b>Chief Executive/EMT and SMT</b>	<ul style="list-style-type: none"><li>• Ensure that all agreements entered into are consistent with and support the Company's priorities and necessary approvals have been obtained.</li><li>• Obtain assurance that all claims are made in line with the grant funding terms and conditions by the due date.</li><li>• Obtain assurance that work is progressed in accordance with the project plan and all expenditure is properly incurred and recorded.</li></ul>

## PART E: EXPENDITURE AND CREDITORS

### 1. ORDERING AND PURCHASING ARRANGEMENTS

The Company utilises the Council's fully automated 'Purchase to Pay' system. This system controls the full lifecycle of a transaction from ordering through to invoice processing. This system promotes effective budgetary control and visibility of transactions and commitments. Company payments are identified in the system against a specific Company code for Berneslai Homes 'Company Code 2000'.

Role	Responsibility
<p><b>Executive Director of Corporate Services /Head of Finance/</b></p>	<ul style="list-style-type: none"> <li>• Approve all Purchase to Pay processes.</li> <li>• Approve all leasing, credit arrangements, rental or other deferred payment agreements for any equipment or property.</li> <li>• Approve all the procedural controls and arrangements that apply to the payment of supplier accounts.</li> <li>• Seek to employ the most appropriate method of payment of supplier invoices and supply of remittance advices.</li> <li>• Approve exceptions to payment against official supplier invoices.</li> <li>• Withhold payments that are considered inappropriate or if there is insufficient evidence to support the payment.</li> <li>• Nominate authorising officers to complete tasks on their behalf.</li> <li>• Maintain the authorised signatory list in respect of manual payment requests.</li> </ul>
<p><b>Chief Executive/ EMT &amp; SMT</b></p>	<ul style="list-style-type: none"> <li>• Comply with the Contract Procedure Rules, Procurement Strategy, and the Financial Regulations.</li> <li>• Determine those officers in their service who shall be authorised to be 'requisitioners' and 'authorisers' in respect of ordering and payment.</li> </ul>

Role	Responsibility
<b>Chief Executive/ EMT &amp; SMT (Cont'd)</b>	<ul style="list-style-type: none"> <li>• Be responsible for ensuring that all officers in their service are aware of and comply with procedures that apply to the payment of supplier accounts.</li> <li>• Ensure appropriate segregation of officer duties where applicable to safeguard the Company's interests.</li> </ul>
<b>Budget Holders</b>	<ul style="list-style-type: none"> <li>• Comply with all relevant systems, procedures and controls relating to Purchase to Pay.</li> <li>• Ensure that relevant officers are trained in the use of SAP and associated systems.</li> <li>• Ensure that Officers shall not take improper action to circumvent budgetary controls.</li> <li>• Be responsible for verifying the accuracy of orders.</li> <li>• Monitor all orders issued by their directorate and services.</li> </ul>
<b>Officers</b>	<ul style="list-style-type: none"> <li>• Comply with systems, procedures and controls relating to Purchase to Pay to:</li> <li>• Ensure that value for money is obtained in respect of all purchases.</li> <li>• When procuring use the established Company contracts and shall not use non contracted suppliers. Please refer to Company Contract Procedures for further details.</li> <li>• Ensure all goods, works and services ordered shall be for the exclusive use of the Company.</li> <li>• Comply with budgetary control arrangements.</li> <li>• Ensure that payments shall only be made against official suppliers' invoices or their equivalent for example: Contract Certificates of Payment.</li> </ul>

<b>Officers (Cont'd)</b>	<ul style="list-style-type: none"> <li>• Check and confirm that no payment has been made against an original invoice prior to moving to payment.</li> </ul>
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**Further Information:**

Guidance relating to the Council’s Purchase to Pay process can be found on the intranet and by clicking [HERE](#)

**PART E: EXPENDITURE AND CREDITORS**

**2. CREDIT CARD USAGE**

Credit cards may be provided to officers to help them increase purchasing efficiency and or for purchasing goods and services that will not accept alternative payment methods. Credit cards must only be used when other payment options are not available and must only be used for Company business.

**Important:** All officers issued with a credit card must familiarise themselves with and understand the contents of the Company’s credit card procedures. A signature will be required on an acknowledgement of responsibilities form.

<b>Roles</b>	<b>Responsibilities</b>
<b>Executive Director of Corporate Services</b>	<ul style="list-style-type: none"> <li>• Approve all arrangements with credit card companies or for purchasing/procurement cards used by the Company.</li> <li>• Issue procedures and controls in respect of the issue and withdrawal of credit and purchasing cards, their limits, and their use.</li> </ul>
<b>Chief Executive/EMT &amp; SMT</b>	<ul style="list-style-type: none"> <li>• Obtain assurance of compliance with procedures and controls in respect of credit cards.</li> <li>• Approve variations in individual card limits.</li> </ul>
<b>Finance Manager</b>	<ul style="list-style-type: none"> <li>• Carry out periodic independent checks of transactions.</li> </ul>
<b>Budget Holders</b>	<ul style="list-style-type: none"> <li>• Comply with the Company procedures and controls relating to Credit Cards.</li> <li>• Ensure credit cards are not being used to circumvent the usual ordering / procure to pay processes.</li> </ul>

<b>Roles</b>	<b>Responsibilities</b>
<b>Budget Holders (Cont'd)</b>	<ul style="list-style-type: none"> <li>• Monitor spending on credit or purchasing cards. Monitor spending on credit or purchasing cards.</li> </ul>
<b>Officers/Cardholders</b>	<ul style="list-style-type: none"> <li>• Comply with the Company's procedures and controls relating to Credit Cards.</li> </ul>

Further Information: [credit card procedures](#).

## **PART E: EXPENDITURE AND CREDITORS**

### **3. PETTY CASH**

Petty cash is a small, authorised amount of cash that is held at specific sites to support the purchase of low value items and small incidental costs.

A formally designated officer is normally charged with responsibility for the administration and safeguarding of the petty cash fund held.

The Company uses the 'imprest' system (i.e. a fixed upper limit fund) to support the effective stewardship, maintenance, and control of petty cash allocations.

<b>Roles</b>	<b>Responsibilities</b>
<b>Head of Finance</b>	<ul style="list-style-type: none"> <li>• Advise upon, make arrangements for, and keep under review the Company's petty cash procedure.</li> <li>• Determine petty cash 'imprest' limits.</li> </ul>
<b>Chief Executive/ EMT &amp; SMT</b>	<ul style="list-style-type: none"> <li>• Ensure petty cash floats are allocated to a named officer.</li> <li>• Facilitate spot checks for all petty cash 'imprest' accounts.</li> <li>• Ensure procedures are in place to prevent cheques being cashed from monies held under these arrangements.</li> <li>• Ensure appropriate handover arrangements are in place where designated officers cease to be responsible for the petty cash 'imprest' account.</li> </ul>



Roles	Responsibilities
<b>Designated Petty Cash Officer</b>	<ul style="list-style-type: none"> <li>• Maintain safe custody of cash in their possession.</li> <li>• Ensure petty cash transactions are limited to minor items of expenditure.</li> <li>• Record cash payments immediately and keep adequate records in support of payments made.</li> <li>• Obtain a signature for all cash reimbursements.</li> <li>• Provide a certificate to the Finance team as to the current position of the petty cash 'imprest' account.</li> </ul>
<b>Officers</b>	<ul style="list-style-type: none"> <li>• Comply with the Company's systems, procedures and controls relating to Petty Cash.</li> <li>• Ensure all expenditure is approved by an authorised manager on a monthly basis and all receipts, statements and evidence are retained in accordance with the Company's Document Retention Policy.</li> <li>• Sign appropriate documentation to evidence receipt when seeking reimbursement from the petty cash fund.</li> <li>• Sign appropriate documentation when reimbursing the petty cash 'imprest' accounts.</li> </ul>

**Further Information:** [Link to the Petty Cash procedures.](#)

## PART E: EXPENDITURE AND CREDITORS

### 4. TRAVELLING, SUBSISTENCE AND OTHER ALLOWANCES

The Company is required to make proper arrangements for the recording and reimbursement of expenses incurred in the undertaking of duties performed by officers and members.

Roles	Responsibilities
<b>Executive Director of Corporate Services</b>	<ul style="list-style-type: none"> <li>• Develop policies and procedures for travel, subsistence and other allowances.</li> <li>• Arrange the payment of travel, subsistence, incidental expenses and allowances to which Members and Officers are entitled.</li> </ul>
<b>Board Members and Officers</b>	<p>When completing claims:</p> <ul style="list-style-type: none"> <li>• Ensure they are promptly submitted via the Council's SAP Concur expense management system, with relevant receipts attached.</li> <li>• Ensure expenditure has actually and necessarily been incurred for the purpose of enabling the Member or Officer to perform their approved duties.</li> </ul>
<b>Authorising Officers</b>	<ul style="list-style-type: none"> <li>• Ensure claims have been made promptly i.e.: within 1 month of all mileage/travel and on the appropriate electronic form.</li> <li>• Ensure the journeys being claimed for are authorised before they occur.</li> <li>• Ensure the expenses claimed are necessarily incurred in the course of undertaking business for the Company, as well as being accurate and supported by receipts as necessary.</li> </ul>

Further information: [link to [guidance on SAPConcur](#)]

## PART E: EXPENDITURE AND CREDITORS

### 5. SALARIES AND WAGES

The Company must have in place arrangements for the secure and reliable payment of salaries and wages and for deductions from pay such as pension contributions.

Role	Responsibility
<b>Executive Director of Corporate Services</b>	<ul style="list-style-type: none"> <li>• Approving and controlling arrangements for payment of all salaries, wages, pensions, and other emoluments to all current or former officers of the Company.</li> <li>• Maintaining statutory records and making statutory declarations required of the Company relating to the payment of salaries, wages, and expenses.</li> </ul>
<b>Chief Executive/ EMT/ SMT</b>	<ul style="list-style-type: none"> <li>• Ensure that all payments made to staff are properly authorised and in compliance with the requirements set out in the Company's policies.</li> <li>• Ensure all appointments are made in accordance with approved establishments, grades, and rates of pay and that adequate budget provision is available.</li> <li>• Ensure Company procedures regarding starters/leavers are followed to avoid salary under/overpayments</li> <li>• Ensure that all time records or other pay documents are in a form approved by the Executive Director of Corporate Services and are certified by an Authorised Signatory.</li> </ul>
<b>Officers</b>	<ul style="list-style-type: none"> <li>• Ensure any timesheets, claims or overtime, etc. are made promptly, and completed correctly and accurately.</li> <li>• Notify the Council's payroll team and their manager of any error, i.e. under or over payment of salary / overtime, etc.</li> </ul>

## PART E: EXPENDITURE AND CREDITORS

### 6. COMMISSIONING OF IT SERVICES

The Service Director of IT must approve any new or renewal of a proposed contract for software and/or hardware.

In accordance with the Council's Financial Regulations, all the Company's IT related procurement must have full engagement with the relevant Council Business Relationship Manager when requiring new, changes to or retirement of any IT systems, software, services, or hardware. Procurement and contract management under £100,000 will be managed by the Council's IT Contracts and Commissioning Team.

## PART E: EXPENDITURE AND CREDITORS

### 7. TAXATION

The Company has a number of statutory requirements to comply with, in respect of taxation. This includes making sure all tax payments due are accurate and paid in line with HMRC deadlines.

Role	Responsibility
<b>Executive Director of Corporate Services/ Head of Finance</b>	<ul style="list-style-type: none"><li>• That the Chief Executive is advised on all taxation issues that affect the Company based on the latest legislation.</li><li>• Maintaining the Company's tax records, making all tax payments by their due date.</li><li>• Ensure that any tax implications of new initiatives are fully considered and reported to the Chief Executive/Board.</li></ul>
<b>Officers</b>	<ul style="list-style-type: none"><li>• Ensure that the correct VAT rate is applied when ordering goods and services.</li></ul>

## PART F: BANKING, TREASURY AND ASSETS

### 1. BANKING ARRANGEMENTS

Effective banking arrangements are vital to ensure that proper management and security of the Company's finances. The Company operates its own bank account and has robust procedures in place to ensure that monies received are secure.

<b>Roles</b>	<b>Responsibilities</b>
<b>Board</b>	<ul style="list-style-type: none"><li>• Approve all banking arrangements.</li></ul>
<b>Executive Director of Corporate Services/ Head of Finance</b>	<ul style="list-style-type: none"><li>• Manage all operations in relation to the Company's bank account.</li><li>• Approve all opening and closing of Company accounts.</li><li>• Ensure regular reconciliations are carried out between all bank accounts and the financial records of the Company.</li><li>• Authorise any changes to the account.</li><li>• Report to Board any changes or arrangements made to the account.</li></ul>
<b>Chief Executive/ EMT/SMT</b>	<ul style="list-style-type: none"><li>• Ensure proper administration of any local cash or bank imprest accounts, including record keeping, document retention, paying in income, reconciliation, and control.</li><li>• Ensure that any cash banking is carried out promptly.</li></ul>
<b>Officers</b>	<ul style="list-style-type: none"><li>• Comply with the Company procedures relating to banking of income.</li></ul>

Further Information ([Banking Procedures](#))

## PART F: BANKING, TREASURY AND ASSETS

### 2. TREASURY MANAGEMENT

The Treasury management function in respect of investment of Company balances is carried out by the Council on behalf of the Company.

Roles	Responsibilities
<b>Board</b>	<ul style="list-style-type: none"> <li>• Approve the Company's Investment Strategy.</li> </ul>
<b>Executive Director of Corporate Services</b>	<ul style="list-style-type: none"> <li>• Liaise closely with the Council's Finance team.</li> <li>• Ensure Company investments are made in line with the approved investment strategy.</li> <li>• Report to the Board balances on investments through the management accounts.</li> </ul>

## PART F: BANKING, TREASURY AND ASSETS

### 3. ASSETS OF THE COMPANY

Effective management and protection of the Company's assets are crucial for effective service delivery and to demonstrate stewardship responsibilities.

Company assets include, but are not limited to, cash, land, buildings, stock, stores, furniture, equipment, software, deeds, information, and records.

Roles	Responsibilities
<b>Executive Director of Corporate Services</b>	<ul style="list-style-type: none"> <li>• Approve all arrangements for the security, recording and accounting for of assets.</li> <li>• Agree the general principles governing the valuation and issue prices of materials, goods and equipment drawn from stores.</li> <li>• Issuing guidelines representing best practice for the disposal of assets.</li> </ul>
<b>Chief Executive/ EMT/SMT</b>	<ul style="list-style-type: none"> <li>• Maintain proper security at all times of all assets under their control.</li> <li>• Notify the S151 Officer of acquisitions and disposals so that accounting records can be updated.</li> </ul>

Roles	Responsibilities
<b>Chief Executive/ EMT/SMT (Cont'd)</b>	<ul style="list-style-type: none"> <li>• Maintain an up-to-date inventory of all assets under their control.</li> <li>• Ensure that surplus and/or obsolete stock is identified and disposed of at best prices as agreed with the S151 Officer.</li> <li>• Arrange for all inventories of stores stock, stores machinery and stores equipment to be checked at least twice a year.</li> <li>• Provide a certified statement of stock in hand at the 31st March each year.</li> </ul>
<b>Managing Director of Construction Services</b>	<ul style="list-style-type: none"> <li>• Approves write off's in line with the scheme of delegation.</li> </ul>
<b>Procurement Manager</b>	<ul style="list-style-type: none"> <li>• Approves write off's in line with the scheme of delegation.</li> <li>• Ensure that stock and stores are properly recorded and that unnecessarily high levels do not accumulate.</li> </ul>
<b>Company Secretary/ Head of Governance &amp; Strategy</b>	<ul style="list-style-type: none"> <li>• Custody of all deeds and legal documents in relation to any land, buildings, and properties.</li> </ul>
<b>Officers</b>	<ul style="list-style-type: none"> <li>• Ensure the proper security and safe custody of assets and the reporting of any assets that are lost, stolen or destroyed to the Insurance Team, Facilities Management and Head of Internal Audit as appropriate.</li> <li>• Comply with guidance issued by the Executive Director of Corporate Service on disposal of assets.</li> <li>• Ensure that assets are used only in the course of the Company's business unless specific permission has been given otherwise.</li> <li>• Not make private or personal use of stock and stores that are owned, controlled, or held by the Company.</li> <li>• Act as appropriate to safeguard the assets of the Company.</li> </ul>

## GLOSSARY OF TERMS

<b>Assets</b>	Land, buildings, structures, machinery, equipment, furniture, fittings, objects of art, rights, securities etc.
<b>Authorised Signatory</b>	A person who can sign on behalf of the Company normally within set limits and types of transactions. The signature can be in manuscript or electronic.
<b>Board</b>	A full meeting of the Strategic Board Members of Berneslai Homes Ltd.
<b>Board Member</b>	A Board Member of Berneslai Homes Ltd., or of a committee or sub-committee or joint body etc., on the Company's behalf including co-opted Members.
<b>Budget Holder</b>	The person responsible for regularly monitoring a budget and to ensure that (a) only approved expenditure relevant to it is met by it and (b) that commitments from the budget do not exceed the funds available within it.
<b>Capital Assets</b>	Assets which include land, buildings, property, plant, vehicles, Machinery, furniture and fittings etc owned or held by the Company intended for use in more than one financial year.
<b>Capital Budgets</b>	A budget allocated for the acquisition or maintenance of fixed assets such as land, buildings, and equipment.
<b>Capital Expenditure</b>	Spending which benefits the Company over more than one financial year, may involve the acquisition of land, buildings, plant, apparatus and vehicles; the construction of roads and buildings; or the substantial enhancement of land, roads and buildings.
<b>Cash</b>	Includes cheques, negotiable instruments and other forms of payment.
<b>Chief Executive</b>	The Chief Officer of the Company directly accountable to the Board for the management of the Company and has ultimate responsibility.
<b>Company</b>	Berneslai Homes Ltd.



## GLOSSARY OF TERMS (Cont'd)

<b>Company Secretary</b>	An officer of the Company required by statute who is responsible for keeping the statutory records, sending returns to the Registrar of Companies, generally complying with the Companies Acts and ensures good corporate governance.
<b>Council Council Representative</b>	Barnsley Metropolitan Borough Council An Officer nominated by the Council to oversee the Services Agreement.
<b>Internal Control</b>	<p>The system of controls, financial and otherwise, set up to provide reasonable assurance of:</p> <ul style="list-style-type: none"><li>• Compliance with company policies, objectives, law and regulations.</li><li>• Complete and reliable financial records, and information</li><li>• Comprehensive reporting on and security of Assets</li><li>• Economic, effective, and efficient operations.</li></ul> <p>The design of systems which prevent loss, error, abuse or fraud.</p>
<b>HRA</b>	The Housing Revenue Account records spending and income of the Council's housing stock and closely related services provided for the benefits of council tenants.
<b>Member (s)</b>	Are members of the Council (BMBC).
<b>Officers</b>	Employees of Berneslai Homes.
<b>Reserves</b>	An accumulation of funds for future purposes. Reserves are built up from underspends in the management fee and any profits generated by Construction Services.
<b>Revenue Budget</b>	A budget allocated for day to day activities, for example salary budget.
<b>Stock</b>	Goods or products that are usually purchased for resale/recharge.

## GLOSSARY OF TERMS (Cont'd)

<b>Stores</b>	Raw materials or items for use.
<b>Virement</b>	The authorisation of changes in planned income or expenditure between one budget category of expenditure, project or service and another.



## Summary of Changes – Financial Regulations

## Appendix B

Section	Current policy	Proposed Revision	Reason for proposed change
Throughout the Document	<b>Replaced Employees with officers where applicable</b>		<b>For consistency</b>
Throughout the Document	<b>Updated Job titles</b>		<b>Reflecting current structure</b>
Why Do We Have Financial Regulation – Part A	<p>These regulations provide a clear reference document to assist Board Members and officers understand their financial responsibilities. This is to ensure effective financial control and proper administration of the Company's financial affairs. Berneslai Homes uses the Council's financial system (SAP) and currently operates financial controls developed by the Council. Berneslai Homes has its own Financial Regulations, which are reviewed to ensure that they are in line with the Council's (where relevant).</p>	<p><b>Financial Regulations exist to ensure that all public money and those resources that come under the Company's stewardship are appropriately administered, employed and safeguarded.</b></p> <p><b>These Regulations provide a clear, robust reference point to help Officers and Members fully understand what their (statutory and organisational) financial responsibilities are and ensure the proper administration of the Company's financial affairs.</b></p>	Made clearer
Who do they apply too?	<p>These regulations apply to every Board member and employee. It is acknowledged that there may be sections more relevant to some individuals, dependent on their role. It is advised that all Board</p>	<p>These regulations apply to every Board member and <b>Officers</b>. It is acknowledged that there may be sections more relevant to some individuals, dependent on their role. <b>All Board members and</b></p>	Made clearer

Section	Current policy	Proposed Revision	Reason for proposed change
	members and employees take time to familiarise themselves with the Financial Regulations.	<b>Officers must take time to familiarise themselves with the Financial Regulations, their roles and responsibilities.</b>	
Corporate Governance – Part B	Corporate governance describes how the Company directs and controls what it does. Good governance provides the conditions for the Company and its partners to work effectively, economically, and ethically.	Corporate governance is about how Berneslai Homes ensures that it is <b>doing the right thing, in the right way, for the right people, in a timely, inclusive, open, honest, and accountable manner. Good governance provides a framework for the Company</b> and its partners to work effectively, economically, and ethically.	Reflect changes made to the council Financial Regulations.
Corporate Governance – Part B Roles and Responsibility Table	<ul style="list-style-type: none"> <li>• Notify their respective Manager, Head of Service or Head of Internal Audit of: <ul style="list-style-type: none"> <li>➢ All concerns regarding suspected irregularities involving cash, stores, equipment, information or other resources or property of the Company or Council.</li> <li>➢ Suspected impropriety in the functions of the Company or Council.</li> <li>➢ Suspected malpractice in the completion, use or retention of records.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Notify their respective Manager, Head of Service or Head of Internal Audit of: <ul style="list-style-type: none"> <li>➢ All concerns regarding suspected irregularities involving cash, stores, equipment, information or other resources or property of the Company or Council.</li> <li>➢ Suspected impropriety in the functions of the Company, Council or <b>subcontractor / Suppliers third parties.</b></li> <li>➢ Suspected malpractice in the completion, use or retention of records.</li> </ul> </li> </ul>	Included Subcontractors and suppliers third party.

Section	Current policy	Proposed Revision	Reason for proposed change
Risk Management - Part B	<p>Risk is the possibility of an event and the consequences (threats and opportunities) it has on the achievement of objectives, both at a strategic and operational level. Risk creates uncertainty which we must understand, control, and monitor to reduce the uncertainty to an acceptable level.</p>	<p><b>Berneslai Homes is committed to the successful delivery of services and outcomes to our customers. Invariably, there will be threats to the delivery of services, and the aim of risk management is to ensure that those threats (and Opportunities) are identified, managed, and mitigated which, therefore reduces the risk to an acceptable level. However, it is not the intention to be risk averse, and it is recognised that certain risks taken in pursuit of objectives will not always be capable of mitigation to the agreed or indeed, acceptable levels. It is however essential to understand and communicate such risks and to keep them under regular review.</b></p>	
	<p>Internal Audit provide an independent and objective appraisal function for examining, evaluating, and reporting on the adequacy of financial and operational controls as a contribution to the proper, economic, efficient, and effective use of the Company's resources. It helps the Company evaluate and improve the effectiveness of internal control, risk management and governance processes.</p>	<p><b>Internal Audit provides an independent, objective assurance and consulting service designed to add value and improve the Company's operations. It helps the Company accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of internal control, risk management and governance processes.</b></p>	<p>Proposed by Internal Audit, reflecting current practice.</p>

Section	Current policy	Proposed Revision	Reason for proposed change
		<b>The Internal Audit function is undertaken under the independent leadership of the Head of Internal Audit, Anti-Fraud and Assurance in accordance with professional practices prescribed in the Public Sector Internal Audit Standards.</b>	
Financial Management and Control – Part B  Budgetary Controls 2B Monitoring Capital Budgets	Added	Chief Executive/ EMT/SMT  <ul style="list-style-type: none"> <li>Ensure that the internal control framework for budget management and monitoring is complied with.</li> </ul>	Recommended by Internal Audit
Financial Management and control – Part C	On occasion the Company utilises Company reserves for capital projects. These budgets follow the same regulations as below in respect of approval, ensuring they are in line with Company priorities and represent value for money.	On occasion the Company utilises Company reserves for capital projects. These budgets follow the same regulations as below in respect of approval, ensure they are in line with Company priorities and represent value for money. <b>In addition, the Company Reserves policy outlines the approval process for the use of Reserves.</b>	Reflecting the Reserves policy that exists.
Financial Management and Control – Part C 2C Budget Virements	Company Secretary/Head of Governance & Strategy Advise the Board of any budget transfers above virement limits.	<b>Deleted.</b>	Included in responsibility for ED Corporate Services and Head of Finance, and to report all virements in the Management Accounts to Board.
Income and Contract Management – Section D	The Company adopts the Council's <b>Contract Procedure Rules</b> when procuring goods,	The Company adopts the <b>principles of the</b> Council's Contract Procedural Rules when	Reflecting current practice.

Section	Current policy	Proposed Revision	Reason for proposed change
Contracts and Agreements – Part 3	<p>services, and works that are to be paid for from the HRA. <b>When procuring goods, services, and works to be paid for from the Company</b> the Council Contract rules are adopted but the officers and responsibilities outlined within the Contract rules are represented within Berneslai Homes structure. Berneslai Homes will adhere to the decision-making framework agreed by the Board, in terms of delegated powers to enter contracts.</p>	<p>procuring goods, services, and works. <b>The Company sets thresholds for EMT approvals which may not be aligned to the Council.</b></p> <p><b>Contract Procedural Rules are in line with Procurement Regulations which is mandatory for the Public Sector.</b></p> <p>Berneslai Homes will adhere to the decision-making framework agreed by the Board, in terms of delegated powers to enter contracts.</p>	

KEY							
Decision	<input type="checkbox"/>	Review and Recommend	®	Delegate	◀	Not Applicable	NA

**DECISION MAKING FRAMEWORK – SUMMARY OF DELEGATIONS**

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
1	Ten Year Berneslai Homes Strategic Plan and Annual Business Action Plan		®	N/A	<input type="checkbox"/>	<input type="checkbox"/>
2.	BH Strategies and associated Action Plans	®	®	<input type="checkbox"/>	<input type="checkbox"/>	
3	Annual Report to tenants		<input type="checkbox"/>	◀	◀	
4.	Annual Governance Statement		®	®	<input type="checkbox"/>	
5	Annual BH Construction Services Financial and Resource Plan		<input type="checkbox"/>	◀	◀	
6	Annual Budget Approvals <ul style="list-style-type: none"> <li>Berneslai Homes</li> <li>Construction Services</li> </ul>		® ®	N/A	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> Cabinet
7	Annual Company Accounts		®	®	<input type="checkbox"/>	
8	Use of Surplus					
i)	Up to a maximum of £250,000 in any one year		<input type="checkbox"/>	N/A	N/A	<input type="checkbox"/> In agreement with Service Director
ii)	Above £250,000		®	N/A	®	<input type="checkbox"/> Cabinet Spokespersons
9	Housing Capital Programme – Investment proposals		N/A	N/A	N/A	<input type="checkbox"/> Cabinet



		SMT	EMT	COMMITTEE	BOARD	COUNCIL
10	Company acquisitions					
i)	Up to £250K		□			
ii)	Up to £500K		®	◀	◀	□ Cabinet Spokespers on
iii)	Over £500K		®	◀	◀	□ Cabinet
11	Conversions					
i)	Up to £250K		□			
ii)	Up to £500K		®	◀	◀	□ Cabinet Spokespers on
iii)	Over £500K		®	◀	◀	□ Cabinet
12	Annual release of Barnsley Home Schemes		®	N/A	®	□ Cabinet
13	Release of other capital schemes					
i)	Below £25k (Director)		◀			
ii)	£25k - £100k (SMT)	®	□			
iii)	£100k to £250k (EMT)		□			
iv)	Up to £500k		®	◀	◀	□ Cabinet Spokespers on
v)	Over £500k		®	◀	◀	□ Cabinet
14	Variations to Capital budget heads of less than £250K in total		□	◀	◀	
15	Variations to Capital budget heads of more than £250K in total		®	N/A		□

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
16	Waivers to HRA contracts					
i)	Up to £250k		□			
ii)	Up to £500k		®	◀	◀	□ Cabinet Spokespers on
iii)	Over 500k		®	◀	◀	□ Cabinet
17	Waivers to BH contracts					
i)	Up to £250K	®	□	◀	◀	
ii)	Up to £500K		□	◀	◀	
iii)	Over £500K		□	◀	◀	
18	Disposals		®	◀	◀	□
19	Demolitions:-					
i)	Consultation on schemes below £100k	®	□	◀	◀	
ii)	Decision to demolish below £100k	®	□	◀	◀	
iii)	Consultation on schemes between £100-£250k		®	N/A	◀	□ Service Director
iv)	Decision to demolish between £100-£250k		®	N/A	◀	□ Service Director
v)	Consultation on schemes above £250k		®	N/A	N/A	□
vi)	Decision to demolish above £250K		®		®	□

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
20	Area Based Regeneration		®	®	<input type="checkbox"/>	<input type="checkbox"/>
21	Funding Bids		<input type="checkbox"/>	◀	◀	
22	Partnership Deals		®	®	<input type="checkbox"/>	
23	Significant Policy Changes		®	®	<input type="checkbox"/>	<input type="checkbox"/> Cabinet
24	Service Level Agreement					
i)	New	®	<input type="checkbox"/>	◀	◀	
ii)	Review		<input type="checkbox"/>	◀	◀	
iii)	Proposed change		<input type="checkbox"/>	◀	◀	
25	Changes to employee terms and conditions		®	®	<input type="checkbox"/>	
26	Staffing levels below Management Team		<input type="checkbox"/>			
27	Restructures (impacts less than 10% of Company)		<input type="checkbox"/>	◀	◀	
	Significant Restructures (impacts 10% of company, fundamental service change and/or change to EMT)		®	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> In agreement with Service Director
28	Executive Management Team Recruitment		N/A	<input type="checkbox"/> and CEO	◀	
29	Chief Executive Recruitment		N/A	N/A	<input type="checkbox"/>	
30	Chief Executive/ EMT Remuneration and Conduct		N/A	<input type="checkbox"/>	<input type="checkbox"/> (Appeals only)	
31	Board Remuneration			<input type="checkbox"/>	◀	
32	Company Contract Authorisation		<input type="checkbox"/>	N/A	◀	

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
33	Contract Procurement Waivers					
i)	below £100k		Company Director □			
ii)	above 100k		CEO Company Director x 2 and Procurement Manager □			
34	New company business and grant approvals to an annual maximum of £6M					
i)	Below £250k		□	N/A	◀	In agreement with Service Director
35	New company business and grant approvals to an annual maximum of £6M					
i)	Below £250k		□	NA	◀	In agreement with Service Director
ii)	Above £250k		Ⓜ	N/A	Ⓜ	□
iii)	Market rental and sale products		Ⓜ	N/A	Ⓜ	Service Director/ Written approval □

		SMT	EMT	COMMITTEE	BOARD	COUNCIL
36	Write off of Company Bad Debts in any financial year					
i)	Individual debtor below £10,000		<input type="checkbox"/>	◀	◀	
ii)	Individual Debtor above £10,000 to below £50,000		®	<input type="checkbox"/>	◀	
iii)	Aggregate debts below £50,000		<input type="checkbox"/>	◀	◀	
iv)	Aggregate debts above £50,000 and below £100,000		®	<input type="checkbox"/>	◀	

Revised July 2023

## **Summary of Delegations**

### **1. Ten year Berenslai Homes Strategic Plan**

The Strategic Plan is a 10 year visioning document with annual review on objectives and key performance indicators. The Business Action Plan is the Board's and BMBC's monitoring document to assess progress against targets and to ensure strategic alignment and outcomes against corporate priorities. Final version agreed by Board in December of each year.

### **2. BH Strategies and Action Plans**

These are the Berenslai Homes Strategies that underpin our Strategic Plan such as Sustainability Strategy , ED and I strategy and the action plans within them.

### **3. Statutory Annual Report to tenants**

This is the Annual Report made publically available to all tenants by 1<sup>st</sup> October each year summarising key performance against the Social Housing Regulator's National Standards and our local offers.

### **4. Annual Governance Statement**

This is a statutory document which explains the processes and procedures in place to enable Berenslai Homes to carry out its functions effectively.

### **5. Annual Construction Services Financial and Resource Plan**

The plan outlines the annual workloads available and resources required and projections for future years, this allows Construction Services to prioritise work and deploy resources as required. Construction Services annual budget is agreed by Board in March of each year.

### **6. Annual Budget Approvals**

Budget setting cycle commences October with initial considerations of development and saving proposals by Board in November. Board approval is sought in December and referral to BMBC for agreement. Rent notices are delivered by the end of February to meet 4 week statutory notice period.

### **7. Annual Company Accounts**

The Company Accounts include the Directors report on performance during the financial year and the audited financial statements. They are reported each year to Board during the autumn and sent to BMBC.

### **8. Use of Surplus**

The Management Agreement with BMBC states that Berenslai Homes is entitled to use any surplus in accordance with any decision of its Board on reinvestment and in line with the organisation's business objectives. Berenslai Homes' company year-end accounts are signed off at the AGM by BMBC as sole shareholder. The first call on

surplus is to meet the needs of the Company. Proposals on use of surplus above £250,000 would be presented to Board with the draft year end accounts in May of each year, in readiness for committing spend after sign off. These proposals require the approval of the Cabinet Spokesperson for Council Housing/full Cabinet. Surplus decisions below £250,000 have been delegated by the Board to the Executive Management Team in agreement with the Service Director with responsibility for Council Housing. Within this context all Berneslai Homes surplus, over and above that required for company spend is pooled with HRA reserves as part of a strategic pool of unallocated resources.

**9. Five Year Rolling Housing Capital Programme**

The Housing Capital Programme details capital expenditure planned and identifies all funding sources. Stock condition data is provided by Berneslai Homes to the Council to inform the budget process.

**10. Acquisitions**

This includes both individual and S106 acquisitions. Release of individual schemes up to the value of £250K is delegated to the Executive Management Team using the standard delegated decision form, requiring a minimum of three signatures. Scheme approvals up to £500K are by the Cabinet Spokesperson and to full Cabinet for schemes valued over £500K. All schemes above £250K go to the BMBC Capital Oversight Board.

**11 Conversions**

The same budgetary levels apply to conversions as detailed under point 9 Acquisitions.

**12. Annual Release of Individual Barnsley Homes Standard Schemes**

The annual decent homes programme, which is part of the housing capital programme is provided as an annual report to Board for approval by Cabinet. Monitoring of spend would form part of quarterly reporting to the Board.

**13. Release of other Capital Schemes**

The release of any other elemental capital scheme agreed within the Housing Capital Programme will form part of the annual report (11) to Board and Cabinet. Release of additional schemes in mid year over £250K will follow the same route as acquisitions and conversions.

**14 Variations to Housing Capital Programme**

**& 15**

Where there are significant changes to capital budget heads in the Housing Capital Programme these are reported to the Council for approval. Variations of £250,000 plus are reported to the Council on a monthly basis.

**16. Waivers to HRA Contracts**

Waivers to contract procurement rules are aligned to the delegations approval for capital spend.

17. **Waivers to BH contracts**

Waivers to contract procurement rules are aligned to the delegations approval for Berneslai Homes spend

18. **Disposals**

Where a property or small group of properties requires extensive repairs or major structural work an option appraisal is undertaken on their future use. Possible outcomes are repair/improve, mothball, demolition or disposal. Where disposal is the preferred option a cascade system is in place which aims to minimise the risk of creating poor quality private rented properties coming on to the market. First preference is to Housing Association partners to meet strategic housing needs, second to accredited private landlords and third sale on open market – usually by auction. EMT are delegated to make recommendations to the Council on disposals.

Disposal of HRA land is delegated to BMBC Asset Management

19. **Demolitions**

All demolitions require public consultation and depending on the total cost the decision is delegated to Berneslai Homes, or requires approval by the Council's Cabinet Spokesperson.

20. **Area Based Regeneration**

If work beyond the Barnsley Homes Standard is required to create sustainable neighbourhoods work occurs with the community, stakeholders and RSL partners along with bids for external funding in partnership with BMBC.

Master plans or blueprints are produced setting out detailed strategies for these areas. The Board considers and recommends these plans to the Council's Cabinet.

21. **Funding Bids**

The company seeks to maximise its revenue and capital streams by submitting bids to a number of external sources to maximise its income, for example, the Home and Communities Agency. These funds are normally time limited and supportive of wider social and environmental issues.

22. **Partnership Deals**

New partnership proposals are presented to Board from time to time as specific developments occur.

23. **Significant Policy Changes**

These will arise as a matter of review in order to meet legislative/statutory requirements or in response to customer feedback and consultation which have a resourcing implication. Draft proposals would be submitted to the Customer Services Committee for discussion before final versions were considered by the Board and Council if required. Each subject area would have a project plan and be risk assessed.



Examples of significant policy change are the Lettings Policy and Tenancy Agreement review.

**24. Service Level Agreements**

Berneslai Homes has a number of Service Level Agreements (SLA) with BMBC. Each SLA is for a time period, normally 2 years with the ability to review and serve notice by each party. Reviews are undertaken as part of officer delegations and where there are proposals to change the SLA ie to market test or outsource. Any proposals to procure services differently must be jointly agreed with the Council.

**25. Changes to Employee Terms and Conditions**

Any changes would be considered by the Remuneration Committee and the necessary consultations had with trade unions.

**26. Staffing levels below Management Team**

Staffing decisions on vacancy release and changes to structures that can be contained within a directorate's overall budget profile and below £50k are part of the officer delegation schemes.

**27. Significant Restructures**

This is in reference to restructures where additional budget provision is required over and above £50,000 and 1 or more employees may be at risk as a consequence of the proposals, these decisions are for Board.

Decisions are only referred to the Council where there is a proposed 10% increase or decrease of the total staffing structure, a change that fundamentally amends the way services are provided and/or decisions affecting the Executive Team.

**28. Executive Management Team Recruitment**

Executive Management Team refers to direct reports of the Chief Executive.

Decision of the Remuneration Committee and the Chief Executive.

**29. Chief Executive Recruitment**

Decision of the Board.

**30. Chief Executive/Executive Management Team Remuneration and Conduct**

Annual pay increases in line with collective agreements, this delegation applies to any proposed changes in grade which is a decision of the Remuneration Committee on the recommendation from the Chair or Chief Executive as appropriate. Remuneration Committee to also act as disciplinary and grievance hearing panel, all appeals to full Board, excluding the Remuneration Committee members.

**31. Board Remuneration**

Decision of the Remuneration Committee with input from an independent source.

**32. Company Contract Authorisation**

All decisions to cease a Service Level Agreement with the Council (see delegation 21) and enter into an externally tendered contract to be approved by the Executive Management Team and signing of contracts under execution of deed delegated to the Chief Executive and Company Secretary.

**33. Waivers to Contract Procurement Rules**

Any waivers to contract procurement rules delegated to Director below £100k and EMT over £100k.

**34 & 35 New Business and Grant Approvals**

As part of the Strategic Plan and Management Agreement Berneslai Homes may externally trade to an annual limit of £6m. Depending on the potential value of the new business or grant being bid for the decision is delegated to the Executive below £250k in agreement with the Service Director, or above £250k to the Service Director with responsibility for Council Housing for written approval on behalf of the Council. This includes Berneslai Homes undertaking the delivery of market rents or sale products and additional work for Construction Services.

**36. Company Bad Debts**

All company bad debts to be written off have to be agreed by Audit Committee or officer delegation dependant on the level of debt.



Creating great homes and communities  
with the people of Barnsley

<b>Report Title</b>	Company Reserves Policy Review	<b>Confidential</b>	No
<b>Report Author</b>	Kulvinder Sihota ED Corporate Services	<b>Report Status</b>	For Approval
<b>Report To</b>	Board – 13 <sup>th</sup> July 2023	<b>Officer Contact Details</b>	KulvinderSihota@Berneslaihomes.co.uk

## 1. Executive Summary

The purpose of this report is to propose a revised Reserves Policy for Berneslai Homes, following a review and considering CIPFA best practice regarding Local Authority reserves.

The policy is designed to ensure a reasonable level of reserves are maintained to manage the risk in relation to any unforeseen expenditure and ensuring an approval process is in place for the use of reserves.

Berneslai Homes reserves is built from any underspends on the management fee budget and profits generated from Construction Services who deliver the Property Repairs Improvement Partnership (PRIP) contract.

The main risk areas for Berneslai Homes include the surplus from Constructions Services trading which are used to supplement the Management Fee and the impact of inflation – including employee pay awards – these have been taken into account in arriving at the reserves levels for the medium term but will be reviewed as part of the annual review of reserve levels required by the business.

The policy has also been updated to provide to reflect best practice and provide clarity on the use of Berneslai Homes reserves. The proposed Reserves Policy is at Appendix A and was considered and recommended for approval by the Audit & Risk Committee at their meeting on 13<sup>th</sup> June 2023.

All changes have been clearly shown in Appendix B in the Summary of Changes document.

## 2. Recommendation/s

That Board approve:-

- The Reserves Policy at Appendix A.
- Delegated authority to Berneslai Homes Executive Management Team to approve expenditure below £250K.
- Notes all the changes detailed in the Summary of Changes at Appendix B.

### 3. Background

- 3.1 This is a review of CIPFA best practice regarding Local Authority reserves. It includes information on the level of reserves of local authorities in England. There is no correct level as each local authority considers their risk and determines the appropriate level of reserves.
- 3.2 The Chief Finance Officer should advise on the level of reserves and the reasons as part of the budget setting process. The Chief Finance Officer's recommendation is normally accepted by members. **Income and Expense is recognised in the Comprehensive Income and Expenditure Statement and is subject to the internal controls of all other income and expenditure.**

### 4. Issues for Consideration

- 4.1 CIPFA has commented that Councils should be particularly wary about using one off reserves to deal with shortfalls in current funding. Where such action is to be taken, this should be made explicit and an explanation given as to how such expenditure will be funded in the medium to long term. Advice should be given on the adequacy of reserves over the lifetime of the medium-term financial plan and should also take account of the expected need for reserves in the longer term.
- 4.2 Expenditure and Income must be recorded appropriately and subject to the internal control framework. Further information on this can be found in Delivering Good Governance in Local Government (Framework).
- 4.3 The policy sets out the approval process and the requirement to complete Appendix A of the policy Reserves Request Form. No commitment to use the reserves should be made before the approval process is complete.

### 5. Correct Level of Reserves

- 5.1 There is no "correct" level of reserves as the issues that determine the need for reserves between authorities differ. Common principles include:
- Reserves not being viewed in a short-term context.
  - Reserves are set in the context of the level of uncertainty (arising from a global public health emergency, exposure to inflationary cost pressures, impact of the cost-of-living crisis and the ongoing war in Ukraine).

The Company's policy of holding £2M in contingency and an additional sum of £500K is due to the risk around Construction Services.

The Company should continually assess risk and determine whether a review of reserve levels is necessary.

6. Customer Voice/Impact

6.1 No direct impact on customer voice.

7. Risk and Risk Appetite

7.1 Risk Reference – Financial Management covers the use of reserves and it is important to have a Reserves Policy in place as a first line of defence.

Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to Internal Audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from Regulators.

8. Strategic Alignment

8.1 The Reserves Policy ensures all expenditure meets the requirements of the HRA and the strategic objectives of the Company. This will potentially impact on the following:

- Hearing Customers
- Keeping Tenants Safe
- Growth of Homes and Services
- Technology and Innovation
- Employment and Training
- Zero Carbon

9. Data Privacy

9.1 There are no data privacy implications.

10. Consumer Regulatory Standards

10.1 The Reserves Policy ensures that the Governance and Financial Viability Standard is supported by detailing correct use of reserves and the risk of unexpected events are minimised by holding a contingency balance. This policy also supports the Value for Money Standard which is outlined in the policy.

11. Other Statutory/Regulatory Compliance

11.1 It is good practice to have a Reserves Policy in place.

12 Financial

12.1 There are no financial implications arising from this report. Minimum reserves balance is outlined in the policy.

13. Human Resources and Equality, Diversity and Inclusion

13.1 There are no HR and EDI implications.

14. Sustainability

14.1 None.

15. Appendices

15.1 Appendix A - Company Reserves Policy

15.2 Appendix B - Summary of Changes

**BERNESLAI HOMES POLICIES & PLANS**

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**berneslai**  
homes

**Company Reserves Policy**

## Document Control

<b>Title</b>	<i>Company Reserves Policy</i>
<b>Responsible Officer</b>	<i>Executive Director of Corporate Services</i>
<b>Author</b>	<i>Executive Director of Corporate Services</i>
<b>Subject</b>	<i>Purpose and Use of Company Reserves</i>
<b>Approved by</b>	<i>Board</i>
<b>Approved date</b>	<i>13 July 2023</i>
<b>Review date</b>	<i>Every Two Years – July 2025</i>
<b>Review responsibility</b>	<i>Head of Finance</i>
<b>Applicable to</b>	<i>All Berneslai Homes officers and Board</i>

## Consultation and distribution

<b>Type</b>	<b>Details</b>
<b>Consultation</b>	<i>EMT, Board</i>
<b>Distribution</b>	<i>SMT, EMT, Audit and Risk Committee and Board</i>



## 1. Purpose of the Policy

1.1 This policy sets out the following:

- How we build reserves.
- The use of reserves.
- How decisions are made.

## 2. How we build Reserves

2.1 The Company has two main sources of income the Management Fee and the Property Repairs and Improvement Partnership (PRIP) contract. Both sources of income, come from the Council - Barnsley Metropolitan Borough Council (BMBC). The income to Berneslai Homes is expenditure in the BMBC Housing Revenue Account (HRA).

2.2 When the cost of delivering the Management Fee services is less than the agreed management fee from the Council, a surplus is generated which is transferred to Reserves at the end of the financial year, in accordance with UK GAAP and CIPFA guidance.

2.3 The PRIP contract is based upon recovering actual costs up to various caps and limits. A profit percentage is chargeable on top of the actual costs, this is currently 5.25%. The net profit after deducting any losses on caps and limits is transferred to reserves at the end of the financial year in accordance with UK GAAP and CIPFA guidance.

## 3. The Use of Reserves

3.1 The Company reviews its level of reserves held annually as part of preparing the Annual Report and Financial Statements. The Company also continually reviews the risk environment and considers advice on whether a change is required to the level of reserves to respond to the operating environment including financial risk.

3.2 A reserves balance should always be maintained at no lower than £2.5m. No reoccurring expenditure should be funded from reserves. The Head of Finance is responsible for keeping a track of expenditure that has been approved from reserves, ensuring the minimum balance unallocated of £2.5m is maintained. This is to guard against any short term and emergency funding requirements.

- 3.3 In addition to the £2.5m there is a requirement since the start of the new PRIP contract in 2020, for an additional sum to be earmarked in response to the tighter caps and limits relating to Construction Services, this brings additional uncertainty, a sum of £714k is required to be earmarked.
- 3.4 Any reserve remaining after deducting the above contingencies is available to fund expenditure by investing in projects designed to meet the objectives of the company as set out in the Memorandum and Articles of Association. The company is committed in its Strategic Plan.
- 3.5 Future investment proposals must demonstrate Value for Money as part of their Business Case and identify funding before being approved by the Board. The Business Case will explain how the project aligns strategically with Barnsley 2030 and the Consumer Regulatory Standard. This will ensure that projects approved by the Board are a good strategic fit, offer Value for Money and are aligned with Government guidance on HRA expenditure, details can be accessed by the following link:

<https://www.gov.uk/government/publications/operation-of-the-housing-revenue-account-ring-fence/operation-of-the-housing-revenue-account-ring-fence>

- 3.6 It should be noted that in considering the reserves available for use, the impact of the estimated pension deficit is excluded as the annual employer contributions into the Pensions Fund are set at a rate which is anticipated will balance the fund over the strategy period.

## 4. How decisions are made

- 4.1 Approval to fund expenditure from reserves must be for expenditure that meets the company's objectives and are **agreed by Berneslai Homes Board**. An Appendix A is required to be completed requesting use of reserves.
- 4.2 Requests to use funds from reserves requires approval by the Executive Director of the section it relates to and then must be presented by Finance to EMT for approval. All requests must be reported to Board as part of the Management Accounts that are presented to Board for approval. No expenditure can be incurred until approval is sought from Board.

### Berneslai Homes Reserves Request Form

Requested By:	
Job Title:	

Reason for Request: Demonstrate VFM	
--	--

Total Amount:	
---------------	--

**Expected expenditure profiled by Financial Year:**

2023/2024	
2024/2025	
2025/2026	
2026/2027	
2027/2028	
2028/2029 and Beyond	
<b>Total</b>	<b>0</b>

Approved by Executive Director	
Date	

Approved/Rejected by EMT	
Date	

**Processed by Finance:**

Name and Job Title	
Date	

**Summary of Changes – Reserves Policy**

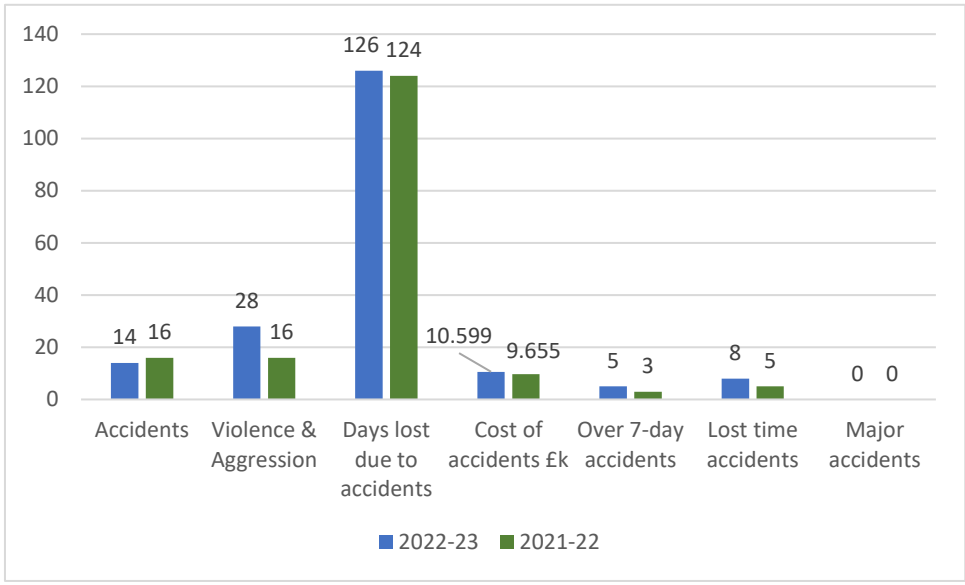
<b>Section</b>	<b>Current Policy</b>	<b>Proposed Revision</b>	<b>Reason for proposed change</b>
2 How we build reserves – Paragraph 2.2	Where the cost of delivering Management Fee services is less than the agreed fee a surplus is generated which falls into reserves at the end of the financial year.	When the cost of delivering the Management Fee services is less than the agreed management fee from the Council, a surplus is generated which is transferred Reserves at the end of the financial year, in accordance with UK GAAP and CIPFA guidance.	Reworded to make it clearer and reflecting CIPFA guidance.
2 How we build reserves – Paragraph 2.3	The PRIP contract is based upon recovering actual costs up to various caps and limits. A profit percentage is chargeable on top of the actual costs this is currently 5.25%. The net profit after deducting any losses on caps and limits falls into reserves each year.	The PRIP contract is based upon recovering actual costs up to various caps and limits. A profit percentage is chargeable on top of the actual costs, this is currently 5.25%. The net profit after deducting any losses on caps and limits is transferred to reserves at the end of the financial year in accordance with UK GAAP and CIPFA guidance.	Reworded to make it clearer and reflecting CIPFA guidance.

Section	Current Policy	Proposed Revision	Reason for proposed change
3 The Use of Reserves – Paragraph 3.1	The Company reviews its reserve position annually as part of preparing the final accounts and as and when required in response to new identified risks.	The Company reviews its level of reserves held annually as part of preparing the Annual Report and Financial Statements. The Company also continually reviews the risk environment and considers advice on whether a change is required to the level of reserves to respond to the operating environment including, financial risk.	Updated to reflect current practice and clearer as to what can be funded from reserves.
3 The Use of Reserves – Paragraph 3.2	A general contingency of £2.5M (approximately 7% of annual income) is always retained to keep on hand for short term and emergency funding needs.	A reserves balance should always be maintained at no lower than £2.5m. No reoccurring expenditure should be funded from reserves. The Head of Finance is responsible for keeping a track of expenditure that has been approved from reserves, ensuring the minimum balance unallocated of £2.5m is maintained. This is to guard against any short term and emergency funding requirements.	Updated to reflect current practice and clearer as to what can be funded from reserves.
3 The Use of Reserves – Paragraph 3.3	Since the start of the new PRIP contract in 2020 an additional sum has been earmarked in response to the tighter caps and limits it contains and the additional uncertainty this generates.	In addition to the £2.5m there is a requirement since the start of the new PRIP contract in 2020, for an additional sum to be earmarked in response to the tighter caps & limits relating to Construction services this	Included the value required to be maintained.

Section	Current Policy	Proposed Revision	Reason for proposed change
		brings additional uncertainty, <b>a sum of £714k is required to be earmarked.</b>	
3 The Use of Reserves – Paragraph 3.4	Any reserve remaining after deducting the above contingencies is available to invest in meeting the objects of the Company as set out in the Memorandum and Articles of Association. The Company is also cognisant of the need to demonstrate their strategic alignment with the corporate priorities of the Council.	Any reserve remaining after deducting the above contingencies is available to fund expenditure by investing in projects designed to meet the objectives of the company as set out in the Memorandum and Articles of Association. The Company is committed in its Strategic Plan.	Reworded to make it clearer.
3 The Use of Reserves – Paragraph 3.5	Future investment of reserves approved by the Board will only be on expenditure which if incurred by the Council would fall within the Housing Revenue Account ring fence. The Housing Revenue Account is primarily a landlord account which includes expenditure and income on Council Housing. The latest Government guidance on the ring fence can be accessed by the following link.	Future investment proposals must demonstrate Value for Money as part of their Business Case and identify funding before being approved by the Board. The Business Case will explain how the project aligns Strategically with Barnsley 2030 and the Consumer Regulatory Standard. This will ensure that projects approved by the Board are a good strategic fit, offer Value for Money and are aligned with Government guidance on HRA expenditure, details can be accessed by the following link.	Ensuring VFM is considered.

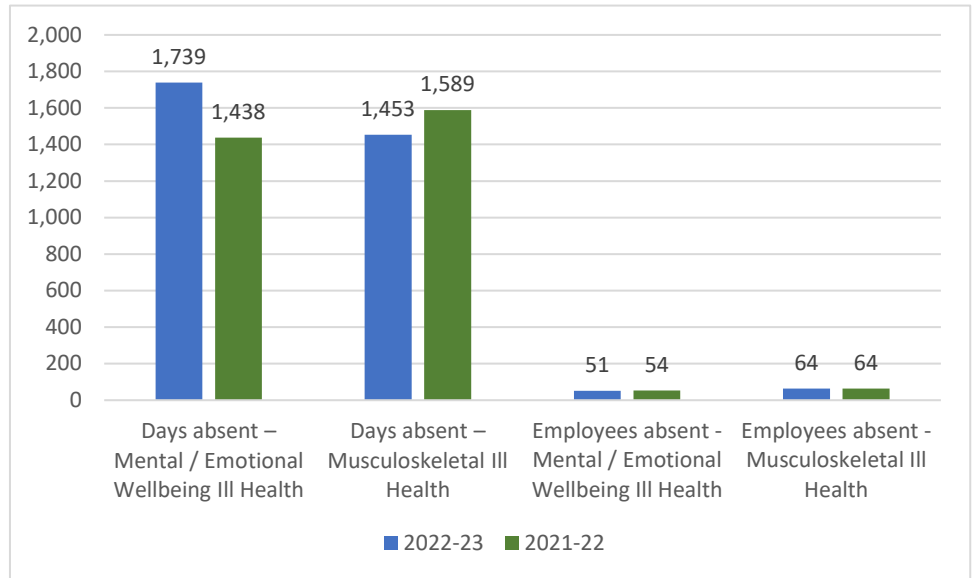
Section	Current Policy	Proposed Revision	Reason for proposed change
4 How Decisions Are Made – Paragraph 4.1 and 4.2	<p>Expenditure must be against schemes which meet the company’s objectives and are <b>agreed by Berneslai Homes Board</b>. The Services Agreement between the Council and Berneslai Homes sets out the approval process for use of Company reserves.</p> <ul style="list-style-type: none"> <li>• For expenditure up to £250,000 in any one year the decision is delegated to the Board in consultation with the Service Director with responsibility for Housing.</li> <li>• Approval for expenditure above £250,000 is delegated to the Cabinet Spokesperson with responsibility for Housing.</li> </ul>	<p><b>Approval to fund expenditure from reserves must be for expenditure that meet the company’s objectives and are agreed by Berneslai Homes Board. An Appendix A is required to be completed requesting use of reserves.</b></p> <p><b>Requests to use funds from reserves requires approval by the Executive Director of the section it relates to and then must be presented by Finance to EMT for approval. All requests must be reported to Board as part of the Management Accounts that are presented to Board for approval. No expenditure can be incurred until approval is sought from Board.</b></p>	Updated to reflect revised process for approval.
Appendix A	New	Attached as part of the policy.	

<b>Report Title</b>	<b>Employee Health and Safety Performance 2022 to 2023</b>	<b>Confidential</b>	No
<b>Report Author</b>	<b>Chief Executive</b>	<b>Report Status</b>	For Approval
<b>Report To</b>	<b>Board 13th July 2023</b>	<b>Officer Contact Details</b>	<a href="mailto:clairedenson@berneslaihomes.co.uk">clairedenson@berneslaihomes.co.uk</a>

<h2>1. Executive Summary</h2>	<p>1.1 To inform members of the Board of the performance for 2022-23 with regards to Employee Health and Safety in Berneslai Homes.</p> <p>1.2 To present a complete overview of the year; comparing annual data to identify and question trends to ensure a robust monitoring regime.</p> <ul style="list-style-type: none"> <li>• Health and Safety Inspections and Audits continue to take place and feedback positive results;</li> <li>• The health and safety Policy remains dynamic and useful;</li> <li>• The health and safety Management Groups continue to monitor employee health and Safety including reviewing policies and procedures.</li> </ul> <p>1.3 Key points from the 2022-23 performance indicators identified in the table below:</p>  <table border="1" style="margin-top: 10px;"> <caption>Performance Indicators Comparison</caption> <thead> <tr> <th>Indicator</th> <th>2022-23</th> <th>2021-22</th> </tr> </thead> <tbody> <tr> <td>Accidents</td> <td>14</td> <td>16</td> </tr> <tr> <td>Violence &amp; Aggression</td> <td>28</td> <td>16</td> </tr> <tr> <td>Days lost due to accidents</td> <td>126</td> <td>124</td> </tr> <tr> <td>Cost of accidents £k</td> <td>10.599</td> <td>9.655</td> </tr> <tr> <td>Over 7-day accidents</td> <td>5</td> <td>3</td> </tr> <tr> <td>Lost time accidents</td> <td>8</td> <td>5</td> </tr> <tr> <td>Major accidents</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Indicator	2022-23	2021-22	Accidents	14	16	Violence & Aggression	28	16	Days lost due to accidents	126	124	Cost of accidents £k	10.599	9.655	Over 7-day accidents	5	3	Lost time accidents	8	5	Major accidents	0	0
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Major accidents	0	0																							



1.4 Key points from the 2022-23 ill health performance indicators identified in the table below:



1.5 Targets for 2023-24 – An annual programme of review will be undertaken for all health and safety documents, including:

Action	Target
Role based Risk Assessments	June 2024
Health and Safety Policy	June 2024
Health and Safety Management Procedures	July 2024
Task Based Risk Assessments and associated safe systems of work	July 2024
Full review of our Resilience and Continuity Plan	December 2023

2. Recommendations

Board are requested to:

- I. Note the performance of the health and safety systems and procedures that are operational within the company.
- II. Note the current 2022-2024 Health and Safety Policy.
- III. Approve the areas of further development and monitoring identified at Section 11.

3. Background

3.1 Effective health and safety management enables the Company to meet its legal, moral and economic obligations.

3.2 In order for Berneslai Homes to monitor and measure employee health and safety performance and prioritise areas of health and safety risk, an annual health and safety review is performed.

3.3 Quarterly Health and Safety updates to EMT examine the detail of employee health and safety performance, whilst the annual performance report presents

a complete overview of the year; comparing annual data to identify and question trends to ensure a robust monitoring regime.

#### Current Position /Issues for Consideration

#### 4. Health and Safety Inspections and Audits

- 4.1 The BMBC Health, Safety and Emergency Resilience Service provides the statutory 'Competent Person' service that imparts comprehensive health and safety advice and assistance to Berneslai Homes through a Service Level Agreement.
- 4.2 As part of this service, BMBC undertakes two yearly audits of the management of health and safety, which requires managers to assess their compliance with health and safety issues. During 2022-23, the following key services were audited:
- Customer Services, inc Lettings – 100%
  - Estate Services – 100%
  - Construction Services – 98% (The audit identified that relevant CS managers had not completed the Introduction to Emergency resilience e-Learning Course on Inspire. Following the audit all relevant CS managers have now completed this training and evidence has been provided to BMBC Health and Safety Section.)
- 4.3 The two yearly Management of Health and Safety questionnaires will be undertaken by managers in March 2024. The 2022 review raised no concerns and an action plan for ongoing developments was monitored throughout 22-23.
- 4.4 Berneslai Homes works in collaboration with Barnsley Council as part of our Resilience and Continuity arrangements. We also have our own corporate Resilience and Continuity Plans, which detail critical services provided to our customers, which are reviewed at least annually. The plans continue to provide assurance that we have appropriate mitigations in place to minimise any impact to residents in the event of a major incident and ensuring that appropriate support is in place. The plans have continued to evolve throughout 2022-23 in continuing to provide essential and critical services to customers throughout incidents.
- 4.5 An emergency planning exercise was undertaken in May 2023, attended by EMT, SMT and other key managers, to consider how Berneslai Homes would respond in the event of a cyber security incident and potential loss of IT. An action plan has been developed and will feed into the 2023 review of the plans. Further training is also scheduled in 2023, including Emergency Planning Roles and Responsibilities, and Adverse Weather planning.

## Construction Site Inspections

- 4.6 Health and safety inspections are carried out on a regular basis by the Construction Services Health and Safety Manager, Trade Union representatives and Site Operations Managers. The BMBC Health and Safety Service attend on an ad-hoc basis. Overall standards are excellent with only minor recommendations being made. Site Operations Managers also carry out daily observations and complete weekly inspection sheets where required.
- 4.7 Regular health and safety updates are provided to all staff along with site safety being a standard item on craft tool box talks.
- 4.8 Following the incident at Princess Street, the building pathologist that we commissioned to conduct the reports, provided training to staff on timber floor defects, which are treated as High Priority and dealt with immediately.
- 4.9 Managers review contractor risk assessments and safe systems of work prior to commencement of the contract; these are retained in the health and safety file on site where applicable.

## 5. Health and Safety Policy and Guidance

- 5.1 Berneslai Homes' Corporate Employee Health and Safety Policy 2022-2024 has been reviewed in line with this report to ensure it is fit for purpose and compliant with current Health and Safety legislation. No notable changes were made. The Policy sets a clear direction for the organisation to follow, details responsibilities and provides a framework for continuous improvement. The policy is available to view on Decision Time Resources.
- 5.2 The Health and Safety Management Procedures are reviewed annually and as required to ensure they are in line with current procedure. These are available online.
- 5.3 The Occupation Group risk assessments, which assess the risks for each job role, task-based risk assessments and associated safe systems are reviewed annually and as required. These are available on SharePoint and the dedicated [health and safety intranet page](#).

## 6. Health and Safety Groups

- 6.1 Berneslai Homes operates two Health and Safety Management Groups. The Construction Services group meets on a bi-monthly basis and the Housing Management group on a quarterly basis to monitor progress and discuss any new issues. The Groups comprise of staff representation from a cross section of the company, specialist officers, Trade Union representatives and a member of EMT. The Construction Services Health and Safety Manager and the Risk and Governance Manager attend both meetings.
- 6.2 Health and Safety is a standard agenda item on the bi-monthly Trade Union Liaison meetings.

## 7. Health and Safety Information, Instruction and Training

- 7.1 Health and safety is a standard item within the Team Brief, Toolbox Talks, and featured in Key Messages as required to ensure this is refreshed and embedded across the company.
- 7.2 Health and Safety is a compulsory induction training module for all new staff, which also includes the issuing of a dedicated induction manual.
- 7.3 The induction process and ongoing PDR Process includes health and safety essential training, by occupation group as well as by individual need.
- 7.4 Berneslai Homes' intranet site contains a section [dedicated to health and safety](#), which includes corporate policies and procedures, along with risk assessments, useful advice and guidance.
- 7.5 All managers attend the IOSH accredited Managing Safely or equivalent Site Management Safety Training Scheme course and are required to attend refreshers.

## 8. Health and Wellbeing

- 8.1 Berneslai Homes has a proactive approach to the health and wellbeing of its employees and this is detailed within the Health and Wellbeing Strategy. This Strategy has recently been refreshed following the outcomes of our BeWell@Work Health and Wellbeing employee survey and subsequent Gold award. The aim of the strategy is to work with staff to integrate health and wellbeing into day-to-day activities, to create a positive and healthy working environment, and to show a commitment to health and wellbeing by linking this to our three C's values. Through the strategy we provide a framework where we take a proactive and engaging approach to enhancing the health and wellbeing of our staff, focusing on four key wellbeing themes – physical, mental, social and financial.
- 8.2 A health and wellbeing culture is embedded across the company that is facilitated by a number of policies, wellbeing initiatives and campaigns, employee support mechanisms and joint working. The staff online Wellbeing Hub and weekly Berneslai Bitesize messages ensure these are communicated effectively. The [Wellbeing Hub](#) is full of helpful resources and support for employee health and wellbeing, including our offer to staff, ideas and actions based on the five ways to wellbeing, and guidance for managers. The Wellbeing Days, held in June 2023, brought staff together at Gateway Plaza and Carlton to join with local organisations to learn about things such as heart health, financial wellbeing, physiotherapy, getting more active in the local area, and much more.

- 8.3 Our Wellbeing Champions are volunteers offering colleagues extra support and someone to talk to. They are all trained as mental health first aiders and offer a first point of contact if staff recognise that they're struggling. They will listen in confidence, and can signpost to a wide range of local support.
- 8.4 The Occupational Health Service, provided by the NHS, is managed through a contract specification and performance monitored via quarterly contract review meetings.

## 9. Health and Safety Performance

9.1 Berneslai Homes record and monitor all accidents and incidents, which are part of a wider group of performance indicators.

9.2 The key points from the 2022-23 performance indicators are:

9.2.1 Decreases (or no change):

	Accidents (reports of)	Major accidents	Days Absent - Musculoskeletal Ill Health	Employees absent - Musculoskeletal Ill Health	Employees absent - Mental / Emotional Wellbeing Ill Health
<b>2022-23</b>	<b>14</b>	<b>0</b>	<b>1,453</b>	<b>64</b>	<b>51</b>
2021-22	16	0	1,589	64	54
2020-21	15	0	1,064	46	49

9.2.2 Increases:

	Days lost due to accidents	Over 7-day accidents	Over 3-day accidents	Lost time accidents	Violence and Aggression (reports of)	Medical treatment accidents	Days absent - Mental / Emotional Wellbeing Ill Health
<b>2022-23</b>	<b>126 (£10,599)</b>	<b>5</b>	<b>2</b>	<b>8</b>	<b>28</b>	<b>6</b>	<b>1,739</b>
2021-22	124 (£9,655)	3	0	5	16	2	1,438
2020-21	185 (£12,673)	3	3	9	14	3	1,340

## 9.3 Accidents

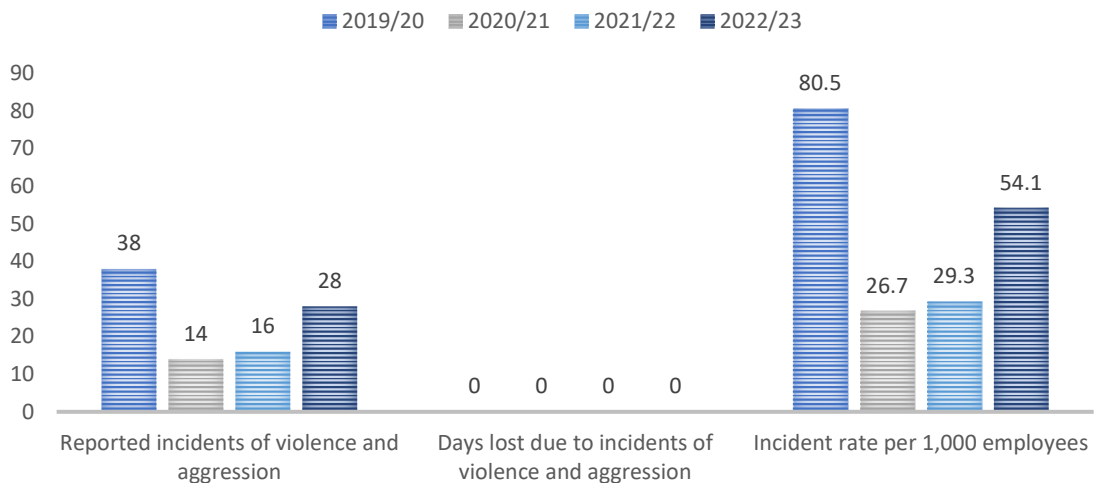
9.3.1 It is pleasing to see that the accidents rate remains low. 100% of the reported accidents and all lost time accidents are attributed to Construction Services, which is considered a high risk area by the HSE due to the construction industry being exposed to greater risks. All accidents were investigated and there were no concerning patterns to highlight with regards to the causes of accidents. Individual causes of accidents and related absences are monitored quarterly by quarterly by EMT.

9.3.2 The Health and Safety Executive continue to report that the UK construction industry remains the second highest workplace injury rate of all industries, with the Agriculture, Forestry and Fishing industry being highest.

## 9.4 Violence and Aggression

9.4.1 The number of incidents reported have increased from 16 to 28, which is more aligned to pre-covid numbers, when the 2019-20 figures were 38.

9.4.2 The increases have been analysed in more detail as part of the quarterly Employee Health and Safety reporting to EMT. It is found that a common increase is verbal abuse, particularly over the telephone, as tenants express their frustration to repairs and maintenance backlogs.



9.4.3 Our approach to safeguarding our employees' safety is always paramount and our continual message to staff to report any incidents of violence and aggression are reflected in the figures reported. We ensure that appropriate support is available to staff when dealing with reports of violence and aggression as part of our Health and Wellbeing approach.

9.4.4 As a preventative measure, training is given to frontline staff to minimise the number of and reduce the impact of these types of incidents occurring, such as conflict resolution, complaint handling, and customer services training.

9.4.5 We work with our customers to reinforce the message that violence or aggression in any form will not be tolerated and take appropriate action to address this, including:

- Visiting the tenant following an incident to reiterate the seriousness of their behaviour
- Warning letters to tenants
- Assigning an Amber or Purple Flag to the tenant so that visiting staff can prepare for visits accordingly, such as in pairs or with specialist officer, such as ASB, BMBC Neighbourhood Safety, or Doyle's Security.

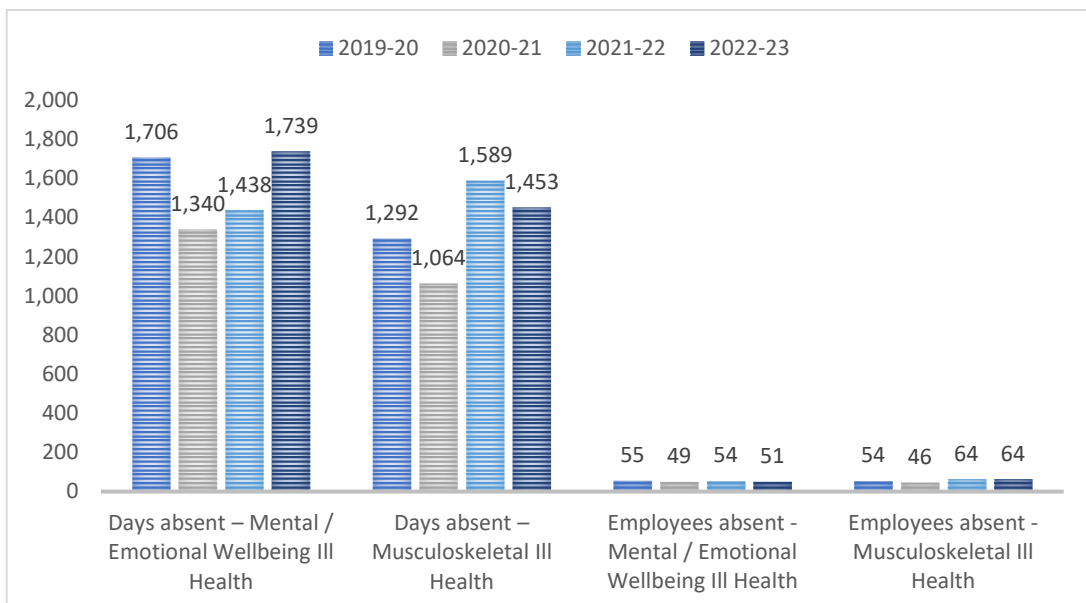
9.4.6 Lone working policies and procedures are in place and regularly monitored and updated. The lone worker device is provided to all frontline lone workers, enabling staff's whereabouts to be available to provide assistance in an emergency.

## 9.5 Assessing Risk

9.5.1 Berneslai Homes' accident recording form asks managers "had a risk assessment been carried out for the activity undertaken prior to the accident?" and "has a risk assessment been reviewed/developed for the activity undertaken after the accident?" The responses provided by managers show that a risk assessment had been undertaken for the work activity in 100% of incidents, with 100% of risk assessments review post accident. This is a continuation from the previous years due to ongoing monitoring and communication in this area.

## 9.6 Ill Health Monitoring

9.6.1 As with accidents and incidents, the collation of ill health statistics can assist in improving health and wellbeing within an organisation. The areas that fall under emotional/wellbeing can be triggered by both work and personal/home circumstances and our procedures look to manage both aspects to help people develop coping strategies.



9.6.2 With regards to employees being absent from work due to mental ill health, as a Mindful Employer, we support employees with mental illnesses. Our aim is to reduce the stigma of mental ill health, enable managers to spot the signs early and take immediate action and employees feel confident in reporting mental ill health.

9.6.3 With regards to employees being absent due to musculoskeletal ill health, ongoing efforts to support staff through musculoskeletal illness and injuries include:

- Provision of a physiotherapy service.
- Effective regular welfare review meetings which provides a forum for managers and employees to agree a return-to-work plan, i.e. reasonable adjustments such as modified duties and phased return.
- Safe working practices training.

- 9.6.4 Nationally, the numbers of people affected by ill health greatly outweigh those adversely affected by accidents, which reiterates the need to fully support employees throughout their ill health and invest in mechanisms to expedite their return to work for both the benefit of the employer and employee.
- 9.6.5 Berneslai Homes' pro-active and continued monitoring of employee welfare identifies issues early to the benefit of the employee and the company, for example return to work interviews and a greater utilisation of the Occupational Health Service. There has been a continued and prevalent use of the Occupational Health Service. In general, non-attendance of appointments continues to stay low due to close monitoring and effective action.

10. Actions for 2023-24

10.1 As discussed throughout the report, an annual programme of review is required to ensure that all policies and procedures are in line with regulation, best practice and that further developments can be identified. In addition to those reviews, work will continue in relation to health campaigns, training, inspections and audits.

10.2

Action	Target
Adverse Weather Emergency Planning – Training	Sept-23
Emergency Planning Roles and Responsibilities – Training	Nov-23
Full review of our Resilience and Continuity Plan – Annual Review	Dec-23
Management of Health and Safety questionnaires by managers – Two yearly review	Mar-24
Annual review of Health and Safety Policy	Jun-24
Occupation Group Risk Assessments – Annual Review	Jun-24
Health and Safety Management procedures – Annual Review	Jul-24
Task Based Risk Assessments and associated safe systems of work – Annual Review	Jul-24

11. Customer Voice/Impact

11.1 The aim of the Employee Health and Safety performance monitoring is to scrutinise employee health and safety and therefore customer views are not sought for this report.

11.2 We will be involving tenants in the design of training sessions for front line service areas. We will consider up coming violence and aggression related training for staff and invite tenants to work with the training provided to consider course content.

12. Risk and Risk Appetite

12.1 Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to internal audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from regulators.

12.2 There are significant risks if the organisation does not have effective measures in place for managing Health and Safety. The assurances provided



within this this report ensures that effective mechanisms are in place for the management of associated risks.

- 12.3 The risk register includes Strategic and operational health and safety related risks that are monitored at least quarterly by EMT, SMT and key managers.

13. Strategic Alignment

- 13.1 The report aligns to the requirements from BMBC (Barnsley Metropolitan Borough Council) for the effective governance of Berneslai Homes. Exemplary health and safety links to the successful achievement of all our ambitions as it is a key control when undertaking business on behalf of Berneslai Homes.

14. Data Privacy

There are no data privacy implications arising from this report as no personal data has been processed.

15. Consumer Regulatory Standards

This report relates to all five of the Consumer Standards due to the thread of Health and safety running through them through repairs and maintenance, tenancy standards, involvement and satisfaction and safe neighbourhoods.

16. Other Statutory/Regulatory Compliance

- 16.1 Assurance related to the Health and Safety at Work Act 1974 and associated regulations.

17. Financial

- 17.1 There are no financial implications arising directly from this report.

18. Human Resources and Equality, Diversity and Inclusion

- 18.1 Having effective Health and Safety Policies, procedures and programmes within Berneslai Homes ensures that stakeholders' health and safety is paramount in undertaking service delivery and that equality and diversity issues are taken into account in protecting individuals' health and safety.

19. Sustainability Implications

- 19.1 No specific zero carbon implications from this report.

20. Associated Background papers

- 20.1 [Health and Safety Policy 2022 to 2024](#) (Decision Time Resources)

21. Appendices

21.1 Appendix A – Employee Health and Safety Performance Statistics 2022-23



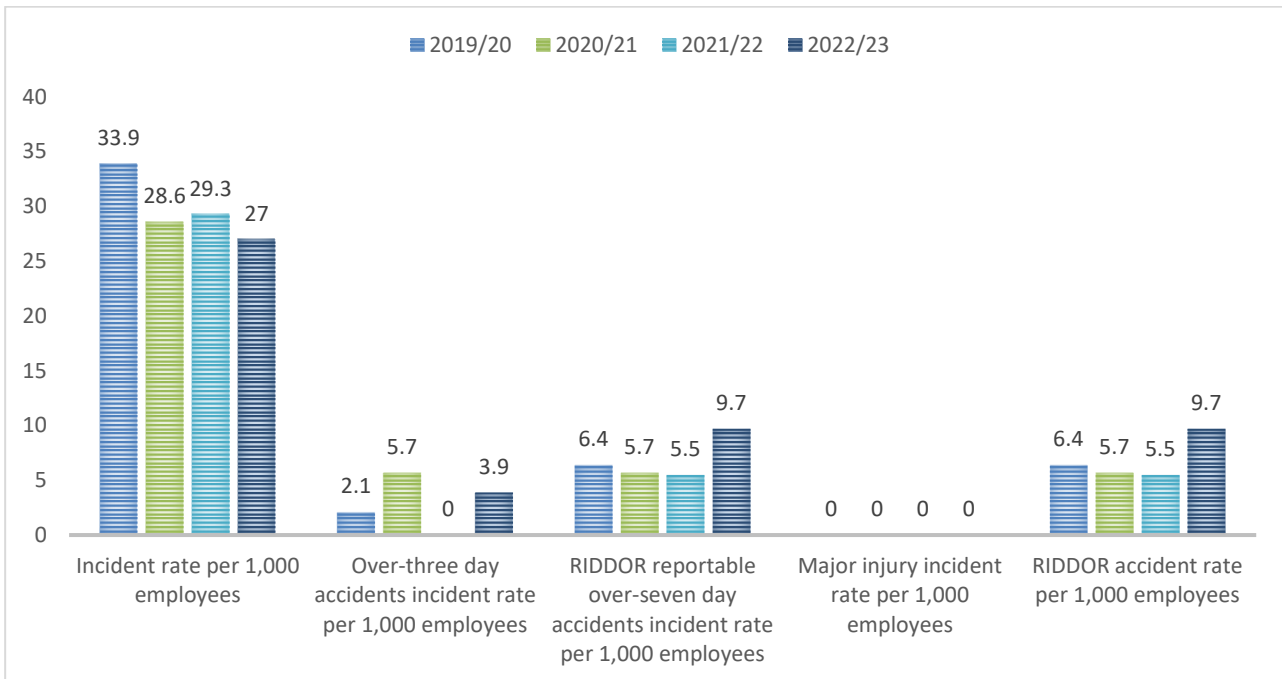
# **Berneslai Homes Employee Health and Safety Performance 2022 to 2023**

# 1. PERFORMANCE

## 1.1 Accidents Statistics

Year	Reported accidents	Lost time accidents	Over 3 day accidents	Over 7 day accidents (new RIDDOR Reportable)	Major injury accidents	First aid accidents	Medical treatment Accidents (where employee attended hospital or GP)	Days lost due to accidents
<b>2019/20</b>	16	4	1	3	0	3	4	106
<i>Construction Services</i>	11	4	1	3	0	2	4	106
<i>Non-Construction Services</i>	5	0	0	0	0	1	0	0
<b>2020/21</b>	15	9	3	3	0	2	3	185
<i>Construction Services</i>	14	9	3	3	0	2	3	185
<i>Non-Construction Services</i>	1	0	0	0	0	0	0	0
<b>2021/22</b>	16	5	0	3	0	1	2	124
<i>Construction Services</i>	15	5	0	3	0	1	2	124
<i>Non-Construction Services</i>	1	0	0	0	0	0	0	0
<b>2022/23</b>	14	8	2	5	0	1	6	126
<i>Construction Services</i>	14	8	2	5	0	1	6	126
<i>Non-Construction Services</i>	0	0	0	0	0	0	0	0

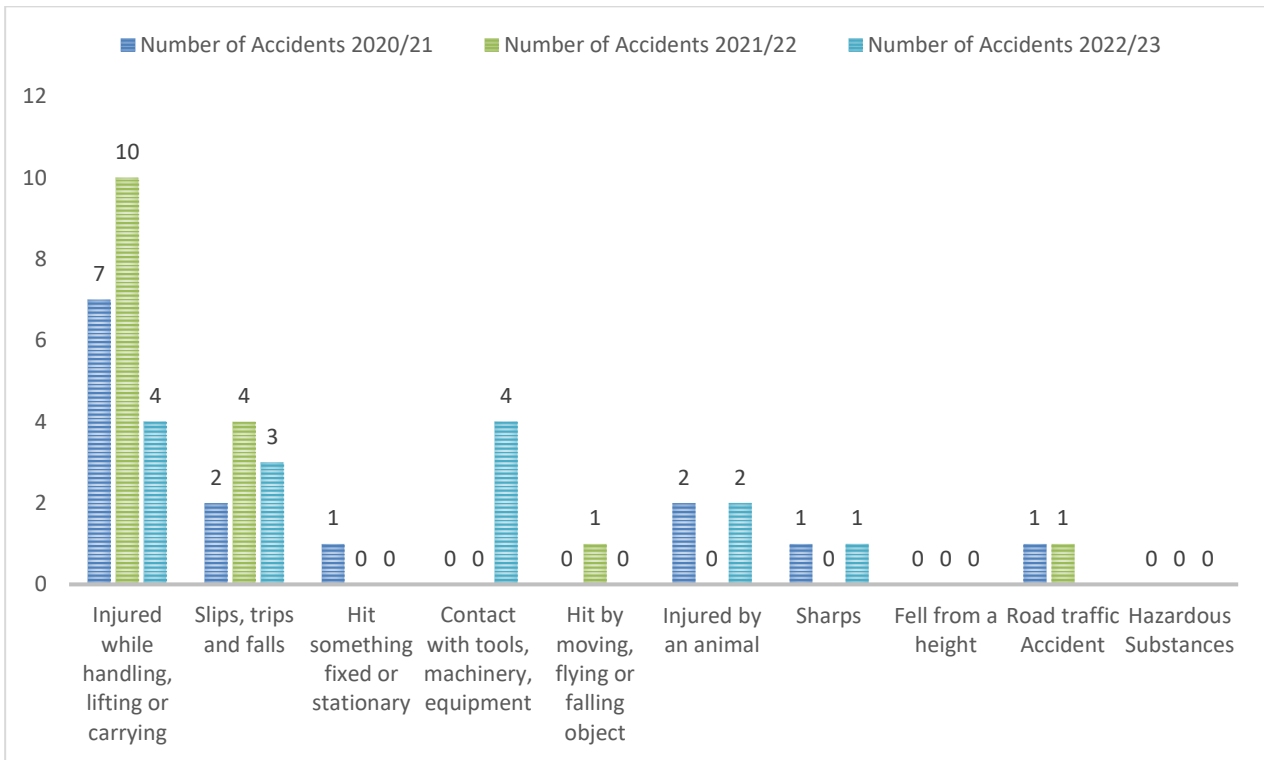
## 1.2 Incident Rates



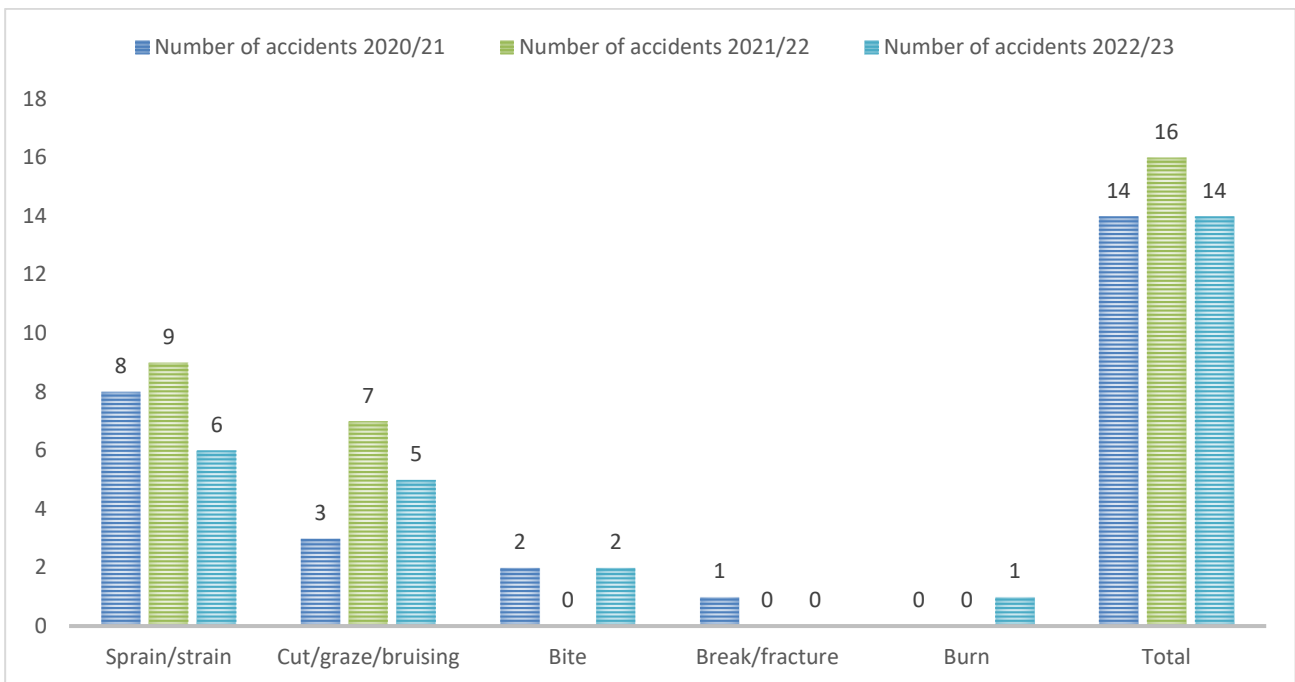
The incident rate is calculated by using the following formula:

$$\frac{14 \text{ (Total Number of Accidents)}}{518 \text{ (Number of Persons Employed)}} \times \frac{1000}{\text{(Unit Number of Employees)}} = 27.0$$

### 1.3 Causes of Accidents



### 1.4 Type of Injury

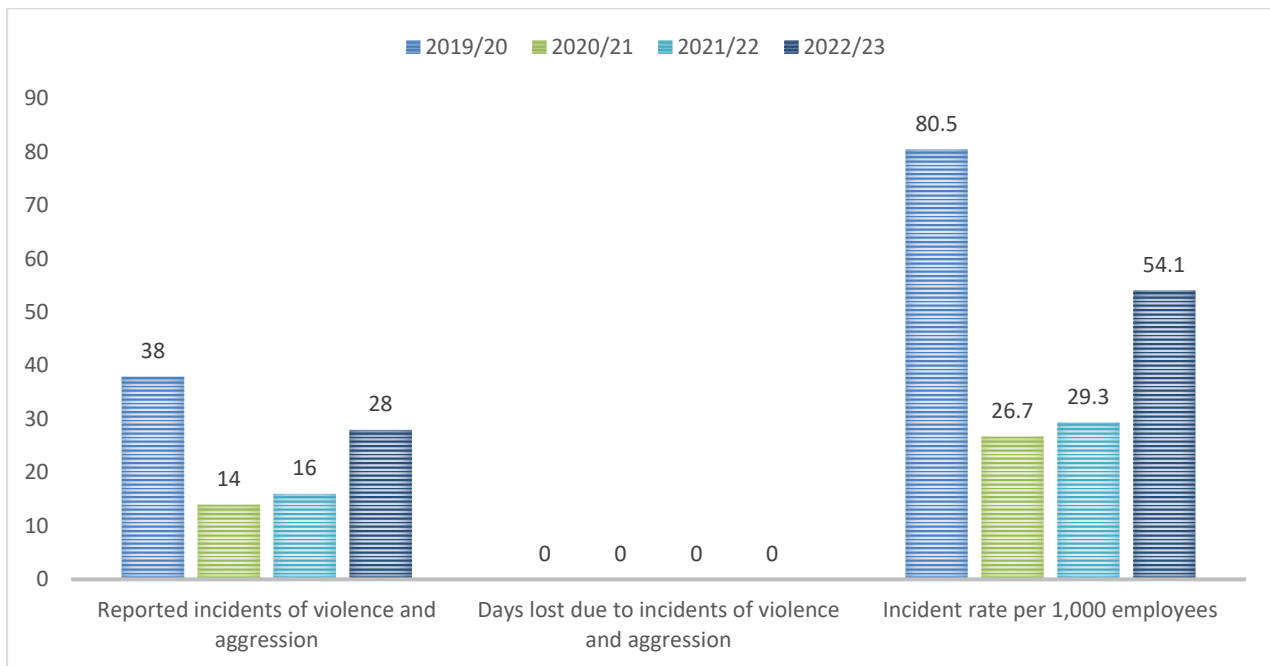


## 2. VIOLENCE AND AGGRESSION

#### 2.1 Violent incidents are defined as:

- Any intentional acts that cause apprehension, fear, psychological or physical injury to an employee arising out of or in connection with their authorised duties
- The deliberate damage to the property or belongings of an employee that is attributable to the carrying out of duties on behalf of Berneslai Homes.

## 2.2 Incidents of Violence and Aggression



## 2.3 Types of Incidents of Violence and Aggression

Type of Incident	Number of Incidents		
	2020/21	2021/22	2022/23
Verbal abuse	6	8	5
Physical violence	0	1 (dog bite)	2 (no injury)
Aggression	8	7	20
Malicious intent	0	0	1
<b>Total</b>	14	16	28

## 2.4 Types of Injuries Sustained in Incidents of Violence and Aggression

Type of injury	Number of Accidents		
	2020/21	2021/22	2022/23
No injury	11	15	28
Distress	3	0	0
Dog Bite	0	1	0
<b>Total</b>	14	16	28

## 3. RISK ASSESSMENTS

3.1 Responses provided to the question “had a risk assessment been carried out for the activity undertaken prior to the accident?” and the question “has a risk assessment been reviewed/developed for the activity undertaken after the accident?”

	Number of accidents where a risk assessment was indicated as being completed for the activity prior to the accident	% of accidents where a risk assessment was indicated as being completed for the activity prior to the accident	Number of accidents where, following the accident, a risk assessment was completed/ reviewed for the activity being undertaken prior to the accident	% of accidents where, following the accident, a risk assessment was completed/ reviewed for the activity being undertaken prior to the accident	Number of accidents
2019/20	16	100%	16	100%	16

	Number of accidents where a risk assessment was indicated as being completed for the activity prior to the accident	% of accidents where a risk assessment was indicated as being completed for the activity prior to the accident	Number of accidents where, following the accident, a risk assessment was completed/ reviewed for the activity being undertaken prior to the accident	% of accidents where, following the accident, a risk assessment was completed/ reviewed for the activity being undertaken prior to the accident	Number of accidents
2020/21	14	100%	14	100%	14
2021/22	16	100%	16	100%	16
<b>2022/23</b>	<b>14</b>	<b>100%</b>	<b>14</b>	<b>100%</b>	<b>14</b>

#### 4. COST OF ACCIDENTS

Year	Total number of accidents reported	Number of days lost due to reported accidents	Average cost of each lost working day	Direct cost of days lost (based on days lost and the cost of the working days lost)
2019/20	16	106	£66.67	£7,067
2020/21	14	185	£68.50	£12,673
2021/22	16	124	£77.86*	£9,655
<b>2022/23</b>	<b>14</b>	<b>126</b>	<b>£84.12</b>	<b>£10,599</b>

\*Commencing with the 2021-22 report, the median salary calculation has been revised to the mean salary, which best represents the true cost.  $\text{£}30,704/365 \text{ days} = \text{£}84.12 \times 126 \text{ lost days} = \text{£}10,599.00$

#### 5. HEALTH AND SAFETY TRAINING PROVIDED TO EMPLOYEES

Course	Number of People Trained 2020/21	Number of People Trained 2021/22	Number of People Trained 2022/23
Abrasive Wheels			25
Asbestos Awareness	2	22	
Asbestos Cat B (removal)		36	15
Cable Detection			39
CITB Working Safely			20
Conflict Management		29	23
DSE		1	
Electrical Safety	4	1	
Fire Door			9
Fire Safety Course by Inside Housing		1	
Fire Safety eLearning	33	68	47
Fire Warden Training		28	
First Aid at Work	8	35	6
HETAS	2	2	
IOSH Managing Safely inc refresher		2	35
Manual Handling		1	
NEBOSH			2
Needlestick	19	8	27
NFA Building Safety Bill	1		
NRSWA Street Works	5		
Paslode	51	6	

Course	Number of People Trained 2020/21	Number of People Trained 2021/22	Number of People Trained 2022/23
PASMA Use of Towers	3		5
Site Managers Safety (SMSTS)	4	9	9
Site Supervision Safety Training Scheme (SSSTS)			3
Stress Awareness e-learning	3		
Working at Height	1	10	6
<b>Total</b>	139	191	271

## 6. MAJOR CAUSES OF ABSENCE FROM WORK

6.1 Mental/Emotional Wellbeing Ill Health absence relates to illnesses such as anxiety, stress, depression, and other psychiatric illnesses. Employees may have been absent due to a mental/emotional wellbeing related issue on more than one occasion, hence the difference between the total reported absences attributed to mental/emotional wellbeing related ill health and number of employees reporting those absences.

Year	Total absence days attributed to mental/emotional wellbeing ill health	Number of absences attributed to mental/emotional wellbeing ill health	Number of employees reporting absences attributed to mental/emotional wellbeing ill health	Absence rate attributed to mental/emotional wellbeing ill health per 1,000 employees	Percentage of employees reporting sickness absence attributed to mental/emotional wellbeing ill health	Number of days of absence per employee attributed to mental/emotional wellbeing ill health
2019/20	1,706	60	55	126	11.6%	3.6
2020/21	1,340	50	49	95	9.3%	2.6
2021/22	1,438	57	54	104	9.9%	2.6
<b>2022/23</b>	<b>1,739</b>	<b>62</b>	<b>51</b>	<b>120</b>	<b>10.2%</b>	<b>3.4</b>

6.2 Musculoskeletal Ill Health absence relates to sickness for:

- Arthritis
- Backache/pain
- Frozen shoulder
- Injury shoulder/forearm
- Injury foot/ankle
- Injury hip/thigh
- Injury knee/lower leg
- Injury shoulder/arm
- Injury wrist/hand
- Neck ache/pain
- Osteoarthritis
- Other back problems
- Other musculoskeletal
- Pulled muscle
- Sciatica
- Shoulder ache/pain
- Strain
- Broken arm, foot, toe, ankle.

Employees may have been absent due to a musculoskeletal related issue on more than one occasion, hence the difference between the total reported absences attributed to musculoskeletal related ill health and number of employees reporting absences attributed to musculoskeletal related ill health.



	Total absence days attributed to musculoskeletal ill health	Number of absences attributed to musculoskeletal ill health	Number of employees reporting absences attributed to musculoskeletal ill health	Absence rate attributed to musculoskeletal ill health per 1,000 employees	Percentage of employees reporting absences attributed to musculoskeletal ill health	Number of days of absence per employee attributed to musculoskeletal ill health
2019/20	1,292	57	54	120	11.4%	2.7
2020/21	1,064	51	46	97	8.7%	2.0
2021/22	1,589	75	64	137	11.7%	2.9
<b>2022/23</b>	<b>1,453</b>	<b>78</b>	<b>64</b>	<b>151</b>	<b>12%</b>	<b>2.8</b>

## 7. OCCUPATIONAL HEALTH

### 7.1 Referrals to Occupational Health Services

Referrals	Total Number of contacts
2019/20	244
2020/21	210
2021/22	239
<b>2022/23</b>	<b>349</b>

### 7.2 Type of Referral

	2020/21	2021/22	2022/23
Management Referrals	56	73	<b>76</b>
Statutory Health Surveillance <sup>(1)</sup>	9	8	<b>133</b>
Counselling Referrals	69	72	<b>88</b>
Physio Referrals	15 (service was temporarily suspended due to COVID)	54	<b>58</b>
Pre-employment Health Screening	61	74	<b>43</b>
<b>Total</b>	<b>210</b>	<b>281</b>	<b>398</b>

(1) Statutory health surveillance refers to health surveillance undertaken in line with legal requirements such as hand-arm vibration screening, audiometry and lung-function testing.

### 7.3 Occupational Health Services Provided

Service	2020/21	2021/22	2022/23
<i>Management Referral</i> (including sickness absence and reviews)	56	73	<b>76</b>
Hand/arm vibration syndrome health surveillance	0 (due to COVID)	8 (questionnaire only)	<b>133</b> (periodic assessment)
Health and Wellbeing days – numbers seen	0 (due to COVID)	0 – taking place June and Sept	<b>48</b>

Service	2020/21	2021/22	2022/23
		2022	
Form 6 medical (assessment for application for early retirement on grounds of continuing ill health)	0	0	0
Audiometry testing (3yearly)	9	0	0
Case Conference	3	7	7
Workplace Assessment	0 (potentially due to COVID)	0	0
Asbestos Medical Examination	0	0	0
Workstation Assessment	0 (potentially due to COVID)	3	0
Spirometry/Lung Function Testing	0	0	0
Vaccination Programme (Flu)	43	143 – onsite at GP and Carlton	113 – onsite at GP and Carlton
<b>Total</b>	111	234	377

#### 7.4 Occupational Health Contacts by Practitioner

Seen by	Numbers of Contacts 2020/21	Numbers of Contacts 2021/22	Numbers of Contacts 2022/23
Physician/Specialist Practitioner in Occupational Health	21	13	22
Nurse	132	89	94
Did not attendees – Physician/Specialist Practitioner in Occupational Health	0	1	4
Did not attendees – Nurse	2	1	4
Could not attendees – Physician/Specialist Practitioner in Occupational Health	0	0	0
Could not attendees – Nurse	0	0	0
<b>Total</b>	155	104	124



Creating great homes and communities  
with the people of Barnsley

<b>Report Title</b>	2022/23 Corporate Performance Summary	<b>Confidential</b>	No
<b>Report Author</b>	Head of Governance and Strategy	<b>Report Status</b>	For Information
<b>Report To</b>	Board 13/07/2023	<b>Officer Contact Details</b>	<a href="mailto:Sarahdrafz3@berneslaihomes.co.uk">Sarahdrafz3@berneslaihomes.co.uk</a> <a href="mailto:samantharoebuck@berneslaihomes.co.uk">samantharoebuck@berneslaihomes.co.uk</a>

<b>1. Executive Summary</b>	<p>This report presents an assessment of Berneslai Homes performance for the 2022/23 financial year and follows on from the presentation given to board on 23 May 2023 which covered the key performance messages for 2022/23. The report also provides an update on the Annual Business Action Plan agreed by Board for the 22/23 financial year.</p> <p>At year end 15 of the 28 Key Performance Indicators (KPIs) were rated as red/behind target (* denotes a measure that narrowly missed the target):</p> <p><b>Council pulse</b></p> <ul style="list-style-type: none"> <li>• Compliance with the Decent Homes Standard*</li> <li>• Average length of time taken to complete non-emergency reactive repairs</li> <li>• Average time to re-let properties</li> <li>• Compliance with health and safety obligations*</li> <li>• Average SAP ratings across stock*</li> <li>• Percentage of properties with an EPC C or above*</li> <li>• Tenant satisfaction</li> <li>• The percentage of tenants who feel that their views are listened to and acted upon</li> <li>• Rent collection*</li> <li>• To spend funds locally supporting the Barnsley economy</li> </ul> <p><b>Company pulse</b></p> <ul style="list-style-type: none"> <li>• Tenant satisfaction with complaint handling</li> <li>• Average number of sick days per employee</li> <li>• Percentage of staff defining under the Equality Act definition of disability</li> <li>• Current tenant arrears</li> <li>• Priority calls answered in target</li> </ul>
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	<p>Customer Services Committee were assured that appropriate measures were in place to address areas of underperformance.</p> <p>Also included as an appendix to the performance report is the Annual Business Action Plan for 2022/23 which provides a progress update on the organisations key activities scheduled for 2022/23. Of the total actions agreed within the plan</p> <ul style="list-style-type: none"> <li>• 21 were green – complete or the agreed actions to be completed during 22/23 complete</li> <li>• Four were amber – partial completion</li> <li>• Two were red</li> </ul>
<p><b>2. Recommendation/s</b></p>	<p>2.1 Board are asked to consider and comment on the performance of the organisation during the 2022/23 financial year and to note the progress made against the Annual Business Action Plan for 2022/23.</p> <p>2.2 In so doing, they should ensure they are satisfied that where performance targets or key milestone dates have not been achieved that the issues causing this are clear and that there are adequate controls and actions in place to address the reasons for this.</p> <p>2.3 Board should identify any areas where they feel as though more detailed consideration is required by Customer Services Committee.</p> <p>2.4 That Board are satisfied there is nothing within the report for referral to BMBC.</p>

3. Background

- 3.1 Berneslai Homes performance is measured so that we can monitor the success of our Strategic Plan commitments, see how well different parts of the business are doing and see the difference we are making to our customers. On a quarterly basis a report showing company performance against a suite of Key Performance Indicators (KPIs) is received by and scrutinised at Customer Services Committee.
- 3.2 At the end of the financial year, a review of progress against Berneslai Homes Annual Business Action Plan is also included.
- 3.3 The KPIs measured are segmented into those agreed with and monitored in conjunction with the council (Council Pulse) and those monitored by solely by Berneslai Homes (Company Pulse). All KPIs are further segmented according to the organisations mission; great place, great people, great company which supports the organisations vision; creating great homes and communities with the people of Barnsley.

- 3.4 At year end Council Pulse performance is rated based on whether annual targets have been achieved (denoted by green colouration) or not achieved (denoted by red colouration). Amber colouration is included for company pulse measures which have narrowly missed the annual target.
- 3.5 Of the 28 KPIs monitored, 15 were rated as red/behind target, nine were rated as green/meeting or exceeding the annual target, two were amber/narrowly behind target and two did not have a RAG rating as they didn't have an annual target set. Where exceptions were identified, commentary and trend data were provided to Customer Services Committee.
- 3.6 Board received a presentation highlighting the key performance exceptions for 2022/23 in May 2023 and noted the lack of amber ratings for Council Pulse measures made it more difficult to identify the key performance exceptions, particularly as some of the red rated measures had very narrowly missed the annual target. Board asked that Customer Services Committee come up with their top three exceptions/areas of focus. The council have indicated a willingness to discuss the inclusion of amber ratings for 2023/24 Council performance.
- 3.7 Customer Services Committee requested that a deep dive performance discussion into identified themed areas be undertaken at future meetings, with planned repairs performance (including customer communication on planned repairs) being the first identified item. Future area of focus identified were complaints and rent collection.

#### 4. Current Position /Issues for Consideration

- 4.1 At year end 15 of the 28 KPIs were rated as red/behind target. Whilst some of the annual targets haven't been met, actual performance across several indicators does exceed the performance of others in the sector. Overall Housemark assess Berneslai Homes to be a good performing/low cost organisation. The key performance exception themes are included in further detail below.
- 4.2 Overall **tenant satisfaction** was 84.2% against a target of 89% and 68.1% of tenants felt their **views were listened to and acted upon** against a target of 78%. Specific actions and service improvements identified from the Berneslai Homes STAR survey feedback report was incorporated into an action plan (agreed by the Berneslai Homes Customer Services Committee) and progressed throughout the year. This included the development of a strategy to improve local area engagement via the new Neighbourhood Management Teams. Berneslai Homes performance for both these measures remains above the benchmark median of 79% for overall satisfaction and 65% for views listened to.
- 4.3 99.51% of priority one **responsive repairs** were completed in the target time of 24 hours in 2022/23 and 99.35% of **repairs appointments were kept**. This is based on 18,926 priority one repairs and 22,345 appointments kept. Performance for both KPIs exceeded annual targets. Housemark benchmarking data shows that across the sector there has been an increase in both

emergency and non-emergency repairs, in part due to damp, mould and condensation reports but also due to poor weather conditions. We aim to complete **non-urgent responsive repairs** on average within 9 days, year-end performance for this measure was 9.71 meaning it was behind target. This measure is an average based on all non-emergency repairs which includes those categorised as to be completed within 3, 7 and 25 days. As the year progressed, there was an increase in the proportion of routine 25-day priority repairs which impacted on the overall average number of days taken to complete non-urgent repairs.

- 4.4 Across the sector, average **complaints volumes** have been rising with increased awareness of complaints processes being a key driver of the increase. There is a current UK Government media campaign aimed at encouraging tenants to tell their landlord about service failure and for landlords to make things right. 70.02% of complaints were resolved in the agreed time against a target of 75%. Performance for this measure has been impacted by more than double the number of stage one and stage two complaints in comparison with the same period last year. The majority of complaints are repairs related, delays with planned works and inspections along with an increased volume of damp and mould reports have played a part in the increased numbers. 63.70% of tenants were satisfied with complaints handling and whilst this did not meet the target of 70% our performance was over 10 percentage points higher than the sector median of 53%. Hearing customers is one of the key areas of focus in our strategic plan, putting the customer first is one of our top three corporate priorities for 2023/24.
- 4.5 At year end, the **rent collection** rate was 96.06% which was lower than the stretch annual target of 97%. Although the collection rate was 0.31 percentage points behind the 2021/22 year-end position, the performance gap compared to the previous year reduced in the second half of the year. Across the sector, the cost-of-living crisis has impacted on collection levels. Index of Consumer Sentiment data shows social renters have felt the cost-of-living crisis more acutely than many which may have impacted on tenants' ability to pay rent. Approximately two thirds of tenants' rents are met through either housing benefit or an element of Universal Credit. For the remaining third of tenants who do not receive support with their rents, or for any tenant experiencing severe financial hardship, a wide range of support has been made available including support targeted towards low-income households (and a dedicated hardship fund), personal budgeting support and access to warm and welcoming spaces.
- 4.6 We reported 99.57% **compliance with health and safety obligations** against a target of 100%. Electrical Installation Condition Reports (EICRs) less than 10 years old accounted for the non-compliance, with these non-compliant assets being prioritised. No access is an issue for contractors in undertaking EICR inspections as there isn't a legal route in place to enforce access to undertake these inspections, as there is for gas servicing. It should be noted that we have moved to undertaking all EICR's across stock every 5 years in line with sector best practice. It is expected that this will become a legislative requirement, going forward. We were 100% compliant in all other areas that contributed to this measure (fire risk assessments, gas servicing, asbestos surveys, and lifts maintenance).

- 4.7 Year-end performance for both **average SAP rating** and percentage of properties with an **EPC C** or above narrowly missed the annual target. The estimated average SAP rating across stock was 66.26 against a target of 67 and 34.76% of properties had an EPC C or above against a target of 35%. Both KPIs were new for 2022/23 so annual targets were set mid-way through the year with limited historic data. We have a commitment to achieving EPC C or above for 100% of properties by 2030 and are currently undertaking condition surveys and updated EPC's (where required) to all stock which will inform the development of a robust asset data strategy to inform a boroughwide retrofit programme. The deadline for this survey programme is to have all properties completed by March 2024. Additional borrowing by the council will allow investment of up to £37 million between 2023-2030 to move towards delivering against the 2030 target.
- 4.8 99.67% of properties were classed as **decent homes** meaning performance narrowly missed the 100% target. 59 homes were classed as non-decent. There are actions in place to address all 59 non-decent properties. In the main, the delays in completing these works were due to access issues in completing electrical compliance, as explained above.
- 4.9 The average number of **days sick per employee** stands at 12.12 days against a target of 9 days. The main cause of absence were mental health, acute medical illness, and musculoskeletal issues. HR continue to proactively monitor sickness absence and meet regularly with managers to ensure sickness is managed effectively and discuss any additional support required. Our Executive Management Team recently received a detailed breakdown of Berneslai Homes sickness data at a spotlight session held by HR which provided the opportunity to consider additional information on the current sickness position. National benchmarking data shows sector wide increases in the number of working days lost to sickness.
- 4.10 The suite of performance measures has been reviewed and updated for 2023/24 to include the requirement for the Council to report against the Regulator of Social Housing's Tenant Satisfaction Measures in April 2024.
- 4.11 On an annual basis at year end the Annual Business Action Plan is appended to the performance report. It provides a progress update on the key activities scheduled for 2022/23. For the Financial year 23/24 the council have requested a quarterly update is included in the performance report.
- 4.12 Of the total actions agreed within the plan
- 21 are green – complete or the agreed actions to be completed during 22/23 complete
  - Four are amber – partial completion
  - Two are red – incomplete and carried over for the 23/24 Annual Plan agreed by cabinet on 12<sup>th</sup> January 2023.

#### 4.13 During 2022/23 we have successfully: -

- Introduced Account Analytics as part of the Service Improvement Plan. The system is helping our Income Team to identify the residents who are in most need of support, and to provide help and advice.
- Undertaken an organisational restructure including the implementation of the new 'Neighbourhoods' team increasing the number of staff on the front-line supporting customers.
- Undertaken a self-assessment against new consumer standards and developed a range of measures to support the new Regulatory Tenant Satisfaction Measures' (TSMs). The preparation for this has been audited by BMBC internal Audit services, with a positive assurance finding.
- Undertaken Housemark Complaint Accreditation assessment with the results expected shortly.
- Supported tenants through our 'Achieve' programme that provides holistic support to tenants and their families to remove barriers to education, training and employment. This includes interventions around mental health, interview skills, managing debt, and support with childcare to help them achieve the best outcomes.
- Successfully recruited and completed the delivery of 30 kickstart placements across the organisation. Many of which have been successful in obtaining apprenticeships or permanent employment.
- Delivered our Digital Inclusion Pilot where 39 tenants were trained and supported with free kit and Wi-Fi where required.
- Produced a sustainability strategy that supports the zero-carbon agenda and the council's strategy.
- Completed a sprinkler installation programme at high rise buildings and commenced installation at independent living schemes.
- Completed 20% stock condition surveys and now accelerated the programme to complete 100% by April 24.
- Introduced Building safety cases – all actions on these are complete for 22/23 and are awaiting dates from the Regulator for submission in 23/24.
- Construction Services have expanded the adaptation work carried out via a Service Level Agreement (SLA) with BMBC.
- Agreed a new lettings policy formally approved by the Council in March 2023. The changes agreed are now being worked through to successfully implement the new policy from 1st December 2023.

#### 4.14 Some of the actions agreed in the plan are in progress and rated as amber where the actions are longer term now due to be delivered outside of the 2022/23 financial year. These include:

- We have been working to obtain PAS 2030 accreditation to support our zero-carbon ambition. This is ongoing and a pilot scheme is now in operation that will support us in obtaining this accreditation.
- We continue to deliver on our Equality, Diversity and Inclusion Action Plan and have made substantial progress against year one with ongoing actions to be delivered up to 2025.
- Responding to the housing white paper and developing and implementing the customer insight strategy – work is ongoing on this project.



- C365 compliance software will be completed during 23/24 and added to the new plan. Work is underway and this is to be released in the next few months and will improve information on all areas of compliance. It will also allow the Council real-time access to all compliance data in one place; enhancing the assurance that it needs relating to building, fire safety and regulatory compliance.
- 4.15 There are two actions that have not been completed due to resourcing, technical and external issues which have caused a delay to some projects. These have been carried over to the new Action Plan for 2023/24.
- The Repairs First Module for NEC has been delayed and will be implemented during 23/24. This is a large complex project and any delays have been agreed with BMBC.
  - Adoption of Dynamic scheduling – this is linked to the phase one released of Repairs First and therefore cannot be implemented until the Repairs First module is released.
- 4.16 Significant progress has been made against the Annual Business Action Plan for 2022/23, with a real focus on preparing for new regulatory requirements, helping tenants with money matters, support into training and employment and upskilling across IT literacy, and on a focussed delivery of building and fire safety compliance works. Berneslai Homes has also been responsive to new regulatory compliance requirements over the last 12 months, which included a borough-wide accelerated installation programme of smoke and carbon monoxide alarms, and the development of an enhanced damp and mould policy, reporting pathway and media campaign following the tragic incident in Rochdale.

## 5. Customer Voice/Impact

- 5.1 We hear our customers voice in a wide range of ways, including via tenant representatives at Customer Services Committee, Board and our involved tenants.

## 6. Risk and Risk Appetite

- 6.1 There are no risk register items which directly link to this annual review of performance. There are risks in the delay of key action/activities included in the Annual Business Action Plan. The implementation of Repairs First is an operational risk on our register that is monitored quarterly.

## 7. Strategic Alignment

- 7.1 Our KPIs are aligned to our mission; Great place, great people, great company, which supports our vision 'Creating great homes and communities with the people of Barnsley.' We work closely with the council to ensure we align our services and Strategic Plan to meet the challenges and opportunities of their new Corporate Plan and the Barnsley 2030 vision.

7.2 All items within the Annual Business Action Plan are linked to a strategic ambition.

7.3 Both the performance report and the Annual Business Action Plan link to all the Barnsley 2030 Strategic Ambitions (listed below). They are two of the mechanisms by which we monitor our performance against plan.

- Hearing Customers
- Keeping tenants Safe
- Growth of Homes and Services
- Technology and Innovation
- Employment and Training
- Zero Carbon

## 8. Data Privacy

8.1 No processing of personal data has taken place in the creation of this report.

## 9. Consumer Regulatory Standards

9.1 This report relates to the following elements of the Regulatory Standard:

- Governance and Financial Viability Standard
- Value for Money Standard
- Home Standard
- Tenancy Standard
- Neighbourhood and Community Standard
- Tenant Involvement and Empowerment Standard

9.2 By measuring and monitoring performance against our KPIs and involving tenants in this process we can effectively ensure we demonstrate progress towards achievement of our strategic objectives and compliance with multiple regulatory standards.

## 10. Other Statutory/Regulatory Compliance

10.1 There are no specific statutory or regulatory compliance implications arising directly from this report.

## 11. Financial

11.1 The in-year performance of Berneslai Homes has a direct impact on the councils Housing Revenue Account (HRA). The annual income budgets with the HRA are set based on Berneslai Homes achieving agreed performance targets in key areas such as rent collection, void turnover rates, and rent arrears. Berneslai Homes positive in year performance for 2022/23 financial year, as detailed in this report, contributed to HRA achieving fully funded year end position.

12. Human Resources and Equality, Diversity and Inclusion

12.1 There are no human resource implications arising directly out of the recommendations in this report.

13. Sustainability Implications

13.1 Various performance measures and actions within our Annual Business Action Plan assess progress towards achieving our net zero ambitions which in turn links to our sustainability strategy.

14. Associated Background Papers

None

15. Appendix

Appendix A – 2022/23 Performance Report including Annual Business Action Plan.

# Annual Performance Report 2022/2023



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## GREAT PLACE

<p>Annual Indicator</p>  <p>Safe and Secure Home</p>	<p>Annual Indicator</p>  <p>Tenant Satisfaction with Repairs</p>	<p>Bi-Annual Indicator</p>  <p>DHS Compliance</p>
 <p>Priority 1 Repairs</p>	 <p>Non-Emergency Repairs</p>	 <p>Average re-let days</p>
 <p>H&amp;S Compliance</p>	 <p>Average SAP Ratings</p>	 <p>EPC C or Above</p>

### HEADLINES

We complied with 99.57% of our health and safety legal obligations.





## GREAT PEOPLE

<p>Annual Indicator</p>  <p>Tenant Satisfaction</p>	<p>Annual Indicator</p>  <p>Listening to Tenants</p>
 <p>Appointments Kept</p>	
 <p>Proportion of Apprentices</p>	

### HEADLINES

99.66% of appointments were kept which exceeds target of 99.1%.

## GREAT COMPANY

 <p>Void Rent Loss</p>	 <p>Rent Collection</p>
 <p>Barnsley Pound</p>	
<p>New Annual indicator</p>  <p>Management Fee Efficiency Target</p>	

### HEADLINES

96.06% of rent was collected against a target of 97%. Void rent loss remains stable and below target.

YEAR END 21/22\*    Q1    Q2    Q3    Q4    YEAR END 22/23\*    TARGET 22/23    Bench mark

GREAT PLACE		
Annual Indicator  Safe and Secure Home	Annual Indicator  Tenant Satisfaction with Repairs	Bi-Annual Indicator  DHS Compliance
 Priority 1 Repairs	 Non-Emergency Repairs	 Average re-let days
 H&S Compliance	 Average SAP Ratings	 EPC C or Above

83%	83.4%				83.4%	86% (±3)	80%
79%	79.5%				79.5%	82% (±3)	
99.71%	99.71%	Measured at the start and end of the year		99.67%	99.67%	100%	100%
99.02%	99.76%	99.34%	99.55%	99.89%	99.51%	99.5%	
8.83	9.11	10.00	9.29	10.48	9.71	9.0	
31.02	27.85	31.16	29.82	30.19	30.19	25.00	
99.08%	99.26%	99.40%	99.48%	99.57%	99.57%	100%	
New	65.98	66.19	66.22	66.26	66.26	67	
New	29%	30.31%	31.33%	34.76%	34.76%	35%	

**Safe and Secure (BH2)**  
The percentage of tenants that are satisfied their home is safe and secure (STAR survey question).

**Keeping properties in good repair (BH4)**  
Tenant satisfaction with landlord's repairs and maintenance service (STAR survey question).

**Keeping properties in good repair (BH6)**  
Compliance with Decent Homes Standard.

**Priority Repairs (BH5)**  
Priority 1 Repairs - 24 hours percentage completed on time.

**Non-Emergency Reactive Repairs (BH7)**  
Average length of time taken to complete non-emergency reactive repairs.

**Average re-let days (BH9a)**  
Average time to re-let local authority housing (calendar days).

**Maintaining Building Safety (BH13)**  
Compliance with health and safety obligations.

**SAP Ratings (BH14a)**  
Average SAP ratings across stock.

**EPC Ratings (BH14b)**  
Percentage of Properties with an EPC C or above.

\*Year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)

GREAT PEOPLE		YEAR END 21/22*	Q1	Q2	Q3	Q4	YEAR END 22/23*	TARGET 22/23	Bench mark	
Annual Indicator  Tenant Satisfaction	Annual Indicator  Listening to Tenants	85%	84.2%				84.2%	89% (±3)	79%	<b>Tenant Satisfaction (BH1)</b> The percentage of all tenants satisfied with the overall service provided (STAR survey question).
		70%	68.1%				68.1%	78% (±3)	65%	<b>Listening to Tenants (BH3)</b> Percentage of tenants who feel that their views are listened to and acted upon (STAR survey question).
 Appointments Kept		99.37%	99.18%	98.98%	99.74%	99.66%	99.35%	99.1%	96.5%	<b>Appointments Kept (BH8)</b> Percentage of appointments kept.
 Proportion of Apprentices		7.66%	6.65%	5.47%	4.38%	4.27%	4.27%	3%		<b>Apprentices (BH11)</b> Proportion of apprentices in workforce

\*Year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)



YEAR END 21/22*	Q1	Q2	Q3	Q4	YEAR END 22/23*	TARGET 22/23
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## GREAT COMPANY



Void Rent Loss



Rent Collection



Barnsley Pound

New Annual indicator



Management Fee Efficiency Target

0.73%	0.83%	0.82%	0.82%	0.76%	0.76%	1.05%
96.37%	94.43%	95.83%	96.11%	96.06%	96.06%	97%
71.36%	70.15%	69.29%	66.79%	66.21%	66.21%	72%
New	Achieved				Achieved	1%

### Void Rent Loss (BH9b)

Income lost due to void properties

### Rent collection (BH10)

Rent collected as a proportion of rents owed on Housing Revenue Account dwellings.

### Local Spend (BH12)

Spend funds locally supporting the Barnsley economy.

### Management Fee (BH15)

Management Fee Efficiency target as part of annual Value For Money report.

\*Year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)

## GREAT PLACE



### Keeping properties in good repair

Compliance with Decent Homes Standard.



**Non-Emergency Reactive Repairs** Average length of time taken to complete non-emergency reactive repairs.



**Average re-let days** Average time to re-let local authority housing (calendar days).



**Maintaining Building Safety** Compliance with health and safety obligations.



**SAP Ratings** Average SAP ratings across stock.



**EPC Ratings** Percentage of Properties with an EPC C or above.

## GREAT PEOPLE



### Tenant Satisfaction

The percentage of all tenants satisfied with the overall service provided (STAR survey question).



### Listening to Tenants

Percentage of tenants who feel that their views are listened to and acted upon (STAR survey question).

## GREAT COMPANY



### Rent collection

Rent collected as a proportion of rents owed on Housing Revenue Account dwellings.



### Barnsley Pound

Spend funds locally supporting the Barnsley economy.

## GREAT PLACE

New Annual indicator



Tenant Satisfaction home is safe



Right First Time

## GREAT PEOPLE



Complaints

Annual Indicator



Tenant Satisfaction with  
Complaints Handling

New indicator



Staff Satisfaction



Staff Attendance



Equality Act



BME

## GREAT COMPANY

Annual Indicator



Net Promoter



Current Tenant Arrears



Contact Centre

### HEADLINES

The proportion of responsive repairs being completed right first time has dropped over the year.

### HEADLINES

Since the start of the financial year there has been a significant reduction in the percentage of complaints resolved in agreed time.

### HEADLINES

There has been a significant improvement in the proportion of priority calls answered in target as the year has progressed.

YEAR END 21/22	Q1	Q2	Q3	Q4	YEAR END 22/23	TARGET 22/23
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## GREAT PLACE

New Annual indicator



Tenant Satisfaction home is safe



Right First Time

<b>New</b>	<b>84.4%</b>				<b>84.4%</b>	<b>New</b>
<b>72.45%</b>	<b>78.21%</b>	<b>78.5%</b>	<b>82.11%</b>	<b>69.07%</b>	<b>78.30%</b>	<b>81%</b>









### Maintaining Building Safety

Tenant satisfaction home is well maintained and safe to live in

### Keeping properties in good repair

Responsive repairs right first time.

YEAR END 21/22	Q1	Q2	Q3	Q4	YEAR END 22/23	TARGET 22/23	Bench mark
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GREAT PEOPLE		87.9%	85.29%	70.68%	68.06%	69.89%	70.02%	75%	
 Complaints	Annual Indicator  Tenant Satisfaction with Complaints Handling	63%	63.70%				63.70%	70%	53%
	New indicator  Staff Satisfaction	 Staff Attendance	New	68%				68%	New
 Staff Satisfaction	 Staff Attendance	11.10	10.00	10.60	10.83	12.12	12.12	9.0	
		5.41%	5.19%	5.51%	5.45%	5.77%	5.77%	8%	
 Equality Act	 BME	2.16%	1.97%	2.57%	2.63%	2.69%	2.69%	2%	

**Complaints**  
Percentage of complaints resolved in agreed time (local offer).

**Complaints**  
Tenant satisfaction with complaints handling (STAR).

**Staff Satisfaction**  
Employee satisfaction rate. My organisation is a great place to work.

**Staff Attendance**  
Average number of days absent per full time equivalent employee.

**Diversity**  
Percentage of staff defining under the Equality Act definition of disability.

**Diversity**  
Percentage of BME staff in total workforce.

YEAR END 21/22	Q1	Q2	Q3	Q4	YEAR END 22/23	TARGET 22/23	Bench mark
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## GREAT COMPANY

Annual Indicator



Net Promoter

26

34.6

34.6

>30

24

### Net Promoter

Likely to recommend Berneslai Homes.

3.29%

3.57%

3.46%

3.38%

3.51%

3.51%

3%

### Current Tenant Arrears

Percentage of Current Tenant Arrears.

New

85.27%

50.11%

53.57%

79.47%

65.03%

80%

### Contact Centre

We will answer priority calls in less than 3 minutes (Contact Centre).



Current Tenant Arrears



Contact Centre

GREAT PLACE	GREAT PEOPLE	GREAT COMPANY
<p><b>No exceptions</b></p>	<div data-bbox="801 550 922 654">  </div> <p><b>Complaints</b> Tenant satisfaction with complaints handling.</p> <div data-bbox="817 678 907 798">  </div> <p><b>Staff Attendance</b> Average number of days absent per full time equivalent employee.</p> <div data-bbox="810 821 913 925">  </div> <p><b>Diversity - Equality Act</b> Percentage of staff defining under the Equality Act definition of disability.</p>	<div data-bbox="1505 550 1630 651">  </div> <p><b>Current Tenant Arrears</b> Percentage of current tenant arrears.</p> <div data-bbox="1512 678 1617 794">  </div> <p><b>Contact Centre</b> We will answer priority calls in less than 3 minutes.</p>

## HOUSING OMBUDSMAN CASE SUMMARY 2022/23

Case	Summary	Outcome
<p>Case ID - 202124812 [REF/L0/bn/By/aA/]</p>	<p>Handling of repairs and unhappy with how treated and handled works needed over a 2 year period.</p> <p>Complaint upheld at stage 2 and resolution offered to brick up the window as requested by the customer and £675. Total offered including cost of window £2122.02.</p> <p>Risk - The HO may not recognise the window that we bricked up as an appropriate resolution or take into the account the cost of this as part of the compensation offer.</p> <p>Could get multiple determination outcomes on this case and not just 1.</p>	<p>Awaiting determination so will be rolled over to 23/34.</p>
<p>Case ID - 202122714 [REF/LV/59/kn/bK/]</p>	<p>Handling of Damp and mould case.</p> <p>Risk – Due to spotlight on damp and mould and changes around expectations of landlords around timescales etc we could be at risk of negative determination. Also, at risk of complaint handling failure due to late response at stage 1 and delay in offering compensation at stage 2 due to waiting for independent surveys.</p> <p>Could get multiple determination outcomes on this case and not just 1.</p>	<p>Awaiting determination so will be rolled over to 23/34.</p>
<p>Case ID - 202200203 [REF/JK/bl/Ep/v8/]</p>	<p>Handling of remedial works to previously reported damp and mould. The remedial work was not successful.</p> <p>Risk – time taken to decide on works required and compensation following stage 2 is a risk.</p> <p>Could get multiple determination outcomes on this case and not just 1.</p>	<p>Awaiting determination so will be rolled over to 23/34.</p>
<p>Case ID - 202127147 [REF/JK/bl/ar/dy/]</p>	<p>BHS improvements works – Customer disputes decision to not renew their bathroom and kitchen.</p> <p>Risk – now we no longer have an appeals process for BHS works it is expected that we will see an increase in the type of complaint.</p>	<p>Awaiting determination so will be rolled over to 23/34.</p>



Case ID - 202015889 [REF/LO/2R/dD/PR/]	Landlords response to concerns about ceiling collapse in the property.	1 determination given for this case. No maladministration Received 29.07.22
Case ID - 202126833 [REF/QR/zb/eo/dw/]	Leaseholder complaint regarding removal of trees, damage to property and leasehold charges.	1 determination given for this case. No maladministration Received 07.12.22
Case ID - 202204792 [REF/L4/dK/zN/bX/]	Leaseholder complaint. Customer feels our contractor costs to carry out guttering work, which he is charged, is too expensive and should be able to nominate a contractor that would be more competitive.	3 determinations given for this case plus one judgement of outside of the HOS jurisdiction. No maladministration Received 08.4.23 so will feature in 2023/24 Reports.
Case ID - 202216500 [REF/Qo/vG/pV/ej/]	Works and compensation offered in response to leak from soil pipe and damage to carpets.	1 determination given for this case. Landlord offered Reasonable Redress Received 21.03.2023
Case ID - 202217138 [REF/QY/8B/OA/23/]	Delay with works which impacted mental health. Noise from above neighbour. Could be a risk with this case due to work still outstanding even though prioritised. Spotlight report on noise.	1 determination given for this case plus one judgement of outside of the HOS jurisdiction. No maladministration Received 12.4.23 so will feature in 2023/24 Reports.
Case ID - 202216454 [REF/Q1/lo/XE/ZD/]	Delay with planned works for Damp, Mould and Condensation.	Withdrawn by the tenant, reached local resolution with landlord before determination issued. Received 28.03.2023

Out of the 10 cases that are with the HO for investigation we have received 5 positive determinations and 1 withdrawn due to reached local resolution. As 2 determinations were received in early April 6 cases will be rolled over to next year, 2023/24 performance data.

No complaint handling determinations given.

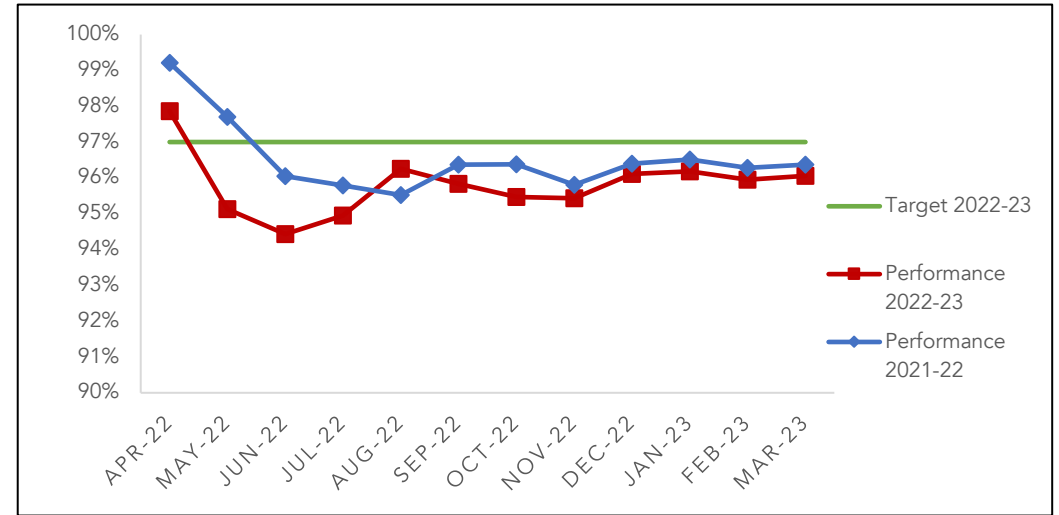
Last year (2021/22) the Ombudsman only published landlord performance reports for landlords with five or more cases between 1 April 2021 and March 2022. We received no determinations so nothing was published for us.

If they follow the same reporting arrangement as last year, this will mean again that we have no specific landlord performance report produced.

## Berneslai Homes Performance 2022-23 - Key Exception Tracking Report

Title	Rent collected as a percentage of total debit of HRA dwellings	
Theme	Income	
PI Type	Council Pulse	
Year end target	97%	

Date	Performance 2022-23	RAG	DOT	Target 2022-23	RAG Threshold	Performance 2021-22
Apr-22	97.86%	Green	↑	97%	1% point	99.21%
May-22	95.13%	Red	↓	97%	1% point	97.70%
Jun-22	94.43%	Red	↓	97%	1% point	96.05%
Jul-22	94.95%	Red	↑	97%	1% point	95.79%
Aug-22	96.25%	Amber	↑	97%	1% point	95.52%
Sep-22	95.83%	Red	↓	97%	1% point	96.37%
Oct-22	95.47%	Red	↓	97%	1% point	96.38%
Nov-22	95.43%	Red	↓	97%	1% point	95.81%
Dec-22	96.11%	Amber	↑	97%	1% point	96.40%
Jan-23	96.18%	Amber	↑	97%	1% point	96.51%
Feb-23	95.95%	Red	↓	97%	1% point	96.28%
Mar-23	96.06%	Red	↑	97%	1% point	96.37%



### Comment on factors affecting performance and management action

2022/23	<p>We have ended the year with a collection rate of 96.06% which is lower than the stretch annual target of 97%. Although the collection rate was 0.31 percentage points behind the 2021/22 year-end position the performance gap compared to the previous year reduced in the second half of the year.</p> <p>Across the sector, the cost-of-living crisis has impacted on collection levels. The Index of Consumer Sentiment data shows social renters have felt the cost-of-living crisis more acutely than many which will have impacted on tenants' ability to pay rent.</p> <p>In response to these challenges we have: undertaken a review of team structures, with the new structure going live in April 23; prepared and migrated to NEC Account Analytics to improve workflow and case management which went live in April 23; introduced a Hardship Fund of £250,000 (increased to £500,000 for 2023/24); maximised Grants and schemes available in partnership with the Council e.g. Household Support Grant and; continued the work of our Achieve programme getting those tenants furthest from the workplace into training and employment.</p> <p>In addition, we are now working with the Council on the introduction of a Financial Vulnerability Mapping Tool.</p>
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**Berneslai Homes Annual Business Action Plan – Update report 22/23.**

Corporate & Departmental Priorities 2022/23					EMT Corporate
	Priority		Key Milestone Actions	Date	
	Value for Money and Efficiencies		Considering embedding VFM and reviewing how we can be more efficient	Dec 2022	Part of finance/Team Brief discussion with all managers May 2022, further work during year carried out on this. <b>Complete and ongoing.</b>
	Pandemic to Endemic		Developing and considering service delivery and working practices	May 2022	Session held with EMT and SMT in April 2022 and ongoing review. <b>Complete and ongoing.</b>
	Structures for Delivery		Review most effective structures for delivery of priorities	May 2022	Review of structures across the organisation undertaken, including full consultations, ringfenced recruitment etc. New structures effective from 1.4.23. Further specific reviews on Administration and Performance Services commenced and Community Buildings to take place 23/24.  <b>Complete and ongoing reviews.</b>

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
<b>Healthy Barnsley</b>	Working with the council to embed the new governance/ compliance arrangements between the council and Berneslai Homes	Hearing customers	Key protocols agreed New structure aligned to customer charter	Qtr 1 22/23	New structure in place from April 2022 – <b>Complete</b> Session 28/3/23 with involved customers to review model further in light of regulatory direction.
Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
Customer and Estate Services – Dave Fullen					
<b>Healthy Barnsley</b>	Implement new Lettings Policy	Growth of Homes and Services  Technology and Innovation	<ul style="list-style-type: none"> <li>• Consultation on draft policy</li> <li>• Cabinet / Full Council Approval</li> <li>• Agree implementation plan</li> <li>• Go Live</li> <li>• Review impact of changes</li> </ul>	<ul style="list-style-type: none"> <li>• Summer 2022</li> <li>• Autumn 2022</li> <li>• Autumn 2022</li> <li>• April 2023</li> <li>• Q4 2023/24</li> </ul>	<p>Review Board established and met 3 weekly from Feb 2022. EIA completed integral to review.</p> <p>Procured HQN to give final views on policy in a critical friend role.</p> <p>12-8-22 – Draft policy with Review Board final amends</p> <p>12-8-22 Consultation Plan and implementation plan drafter</p> <p>12-8-22 Agreed BMBC approval routes</p> <p>Policy approved at Cabinet Feb 23. Full council approval received March 23 and finalisation of delivery plan with revised implementation date of December 2023. Restricted comms until after Purdah.</p> <p><b>Final implementation included in 23/24 Annual Business Action Plan approved by BMBC and Board.</b></p>

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
<p><b>Healthy Barnsley</b></p>	<p>Modernisation of Services</p>	<p>Technology and Innovation</p> <p>Keeping Tenants Safe</p>	<ul style="list-style-type: none"> <li>Implementation of Income Services Improvement Plan</li> <li>Go live with NEC Account Analytics</li> <li>Review impact of changes to Income Services (including tenancy sustainment, VFM and collection rates)</li> <li>Review Roles and Functions of Housing Management Teams</li> </ul>	<ul style="list-style-type: none"> <li>Throughout 2022/23</li> <li>Q2 2022/23</li> <li>Q4 2022/23</li> <li>Q2 2022/23</li> </ul>	<p>Income Service Improvement Plan underway. Update to CS committee May 2022 &amp; SMT July 2022 and Jan 23. <b>Complete</b></p> <p>May 22 Procurement completed. <b>Soft launch May 23 with staff training and will be embedded through 23/24.</b></p> <p>Milestone delayed given impact of Cost of Living Crisis, and restructure of team. Update report to EMT scheduled for May 23</p> <p>HouseMark commissioned to assist with review – final report received (April 22) Service modernisation action plan developed, signed off by EMT July 2022; update to SMT September 2022. 24/1/23 – on track - <b>HMT modernisation plan in place and new structures ‘Neighbourhoods’ implemented 1/4/23 Complete</b></p>

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
<b>Healthy Barnsley</b>	Compliance with regulatory requirements	Hearing Customers	<ul style="list-style-type: none"> <li>Undertake self-assessment against new Consumer standards</li> <li>Develop a new range of tenant satisfaction measures to reflect the new regulatory standard</li> </ul>	<ul style="list-style-type: none"> <li>TBC (dependent on legislative timescale)</li> </ul>	<p>Response sent to regulator on draft TSMs</p> <p>All satisfaction measures in 2022 STAR Self-assessment report to CSC on draft measures</p> <p>July/22 – session with Board on changes to regulation</p> <p>Jul/Aug – sessions with leadership forum and teams on “regulation ready”</p> <p>12-8-22 – TVP completed initial tenant led assessment and produced question set. Meetings to be set up with service leads Sept</p> <p>Nov 22 – report to CSC with Service leads highlighting strengths and action against each TSM</p> <p><b>TSM framework established Internal Audit review by April 23.</b></p>
<b>Healthy Barnsley</b>	Compliance with Consumer standards	Hearing Customers	<ul style="list-style-type: none"> <li>Undertake HouseMark Complaints Accreditation assessment</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2022/23</li> </ul>	<p>Contact made with HouseMark 13/4/22. <b>Accreditation commenced Feb 23 for completion May 23</b></p>
<b>Learning Barnsley</b>	Employment & Training for residents	Employment & Training	<ul style="list-style-type: none"> <li>Deliver ESF Achieve Scheme – 360 people</li> </ul>	<ul style="list-style-type: none"> <li>2021 - 24</li> </ul>	<p>‘Achieve’ project on track, delivering against key milestones and outcome requirements. 12/4/22</p> <p>CRF project and deliverables agreed; contract signed. Delivery commenced 18/3/22.</p> <p>NB Need to consider longer term funding if this workstream is to be maintained.</p>

					Final implementation included in 23/24 Annual Business Action Plan approved by BMBC and Board.
Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
<b>Growing Barnsley</b>	Support BMBC in the delivery of its Homelessness Prevention Strategy which may include core and cluster, additional Temporary Accommodation	Growth of Homes and Services	<ul style="list-style-type: none"> <li>Increase provision of Temporary Accommodation by 5 units providing flexible model to include accommodation for male victims of DV and LGBTQ+ victims.</li> </ul>	<ul style="list-style-type: none"> <li>April 2022</li> </ul>	<p>Aug -22 Request made by BMBC for 5 additional units. 26 units currently being used as TA and joint working continuing to achieve 30 during 2023.</p> <p>No requests from BMBC re DV or LGBTQ+ <b>Complete</b></p>
<b>Sustainable Barnsley</b>	Responding to the Social Housing White Paper	Hearing customer	<ul style="list-style-type: none"> <li>Agree action plan based on TPAS assessment of Customer Engagement</li> <li>Develop new proposed Tenant Satisfaction Measures (subject to RSH timelines)</li> <li>Develop and implement Customer Insight Strategy and Plan</li> <li>Review customer experience offer in light of new consumer standards inc. services provided directly by BMBC</li> </ul>	<ul style="list-style-type: none"> <li>Q1 2022/23</li> <li>Q3 2022/23</li> </ul>	<p>TPAS Report received mid-March 2022. CSC report with action plan May 2022. Internal Audit Review March/April 23 Complete</p> <p>May 22 Consultant appointed to assist with customer insight May 2022</p> <p>Aug 22 Draft report received HQN still awaiting final version</p> <p>Oct 22 – report shared EMT/SMT</p> <p>Commenced action planning Jan 23</p> <p>Assessment of system (in house and external) to extend insight opportunities (SB/DF/CB March 23)</p> <p>Commenced review of customer profile data. Target completion June 23</p>

					Session with involved tenants 28/3. <b>Final implementation included in 23/24 Annual Business Action Plan approved by BMBC and Board.</b>
Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
<b>Corporate Services – Kulvinder Sihota</b>					
<b>Learning Barnsley</b>	Complete the delivery of 30 Kickstart placements	Employment and Training	<ul style="list-style-type: none"> <li>Recruitment completed</li> <li>Placements completed</li> </ul>	<ul style="list-style-type: none"> <li>March 22</li> <li>March 23</li> </ul>	<ul style="list-style-type: none"> <li>Scheme numbers met – placements fully supported to obtain more permanent employment - Final placements will finish end of March 23 and evaluation report to be submitted to EMT April 23.</li> </ul> <b>Complete</b>
<b>Growing Barnsley</b>	Implement the NEC Housing Repairs Modules & Advanced Dynamic Resource Scheduling	Technology and innovation	<ul style="list-style-type: none"> <li>Phase 1 completed</li> </ul>	<ul style="list-style-type: none"> <li>April 23</li> </ul>	<p>April 22 - Programme extension agreed to April 2023.</p> <p>One consulting report received actions being planned re further support for the programme.</p> <p>Re-baselined Project Plan including BH, NEC and Advanced in place.</p> <p>Continuing to work with BMBC IT, NEC, Wates and business representatives on interfaces and design specifications.</p> <p>Project kick-off of C365 compliance management system completed.</p> <p>Current issue with connectivity between NEC system and DRS. Daily calls being held to help resolve.</p> <p>Change management strategy to be implemented and will become a keep focus of activity.</p>



					Configuration of data warehouse and dashboards underway. <b>Carried over to 23/24 plan as extension to go live date agreed.</b>
Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
<b>Learning Barnsley</b>	Deliver the Digital Inclusion Pilot	Technology and Innovation	<ul style="list-style-type: none"> <li>39 Tenants trained &amp; supported with free kit &amp; internet where required</li> </ul>	<ul style="list-style-type: none"> <li>March 23</li> </ul>	Commenced and progressing on to phase 2. 12 learners complete. Issues around 12-month contract delayed progress. Potential issue with the CRF funding. 13/4/22 Aug - Programme adapted with permission from CRM. <b>Complete and celebration event held Sept 23 at Wortley Hall</b>
<b>Learning Barnsley</b>	Equality, Diversity & Inclusion Strategy and commence delivery of Action plan	Employment and Training	<ul style="list-style-type: none"> <li>Ongoing delivery of action plan</li> </ul>	<ul style="list-style-type: none"> <li>Commenced April 22 with annual action plans. 3-year strategy 2022 - 2025</li> </ul>	Substantial progress made on Year 1 actions and continuing. Year 2 actions identified and to commence. <b>Ongoing delivery up to 2025.</b>

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
<b>Property Services Directorate – Arturo Gulla</b>					
<b>Sustainable Barnsley</b>	Zero carbon Sustainability Strategy	Zero Carbon reduction	<ul style="list-style-type: none"> <li>Procure Savills through consortium framework</li> <li>Data sharing</li> <li>Analysing data and business planning</li> <li>Accuracy of data tested</li> <li>Board workshop</li> <li>Implement robust strategy</li> </ul>	<ul style="list-style-type: none"> <li>Nov 21</li> <li>Nov 21</li> <li>Jan 22</li> <li>Mar 22</li> <li>June 22</li> <li>July 22</li> </ul>	<p>Completed - Savills reported back of March. On target to achieve milestone targets.</p> <p>Completed - Session held with BMBC colleagues</p> <p>Completed - Board session May 2022</p> <p>Completed - Sustainability Strategy in development</p> <p><b>Completed - Sustainability Strategy approved at Dec 22 board</b></p>
<b>Sustainable Barnsley</b>	Install renewable technology	Zero carbon reduction	<ul style="list-style-type: none"> <li>ASHP/solar battery storage – 75 installed by Age UK</li> </ul>	<ul style="list-style-type: none"> <li>Dec 22</li> </ul>	<b>Completed (May 22)</b> - Construction Services installed all batteries to homes.
<b>Healthy Barnsley</b>	Sprinkler Installation to High-rise Buildings and commence installation at independent living schemes	Keeping tenants safe	<ul style="list-style-type: none"> <li>Procure contractors</li> <li>Contract award</li> <li>Commence on site</li> <li>Complete works</li> <li>Four Independent living schemes</li> </ul>	<ul style="list-style-type: none"> <li>Oct 21</li> <li>Mar 21</li> <li>May 22</li> <li>Mar 23</li> <li>Mar 23</li> </ul>	<b>Complete</b> – Contract awarded to Harmony Fire on 1 <sup>st</sup> March 2022. Works Started on site on 23 <sup>rd</sup> May 2022 & completed by April 2023

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
<b>Healthy Barnsley</b>	Meeting electrical compliance	Keeping tenants safe	<ul style="list-style-type: none"> <li>Implement electrical 5-year testing programme</li> </ul>	<ul style="list-style-type: none"> <li>By Mar 23</li> </ul>	<p><b>Complete</b></p> <p>169 properties were non-Compliant to a 10yr Position as of Feb 2023 due to access. Works are ongoing exploring other enforcement options.</p> <p>5-year programme has already been implemented. 2603 properties were non-compliant to 5yr Position as of Feb 2023. There have been resourcing issues with delivery partners that are being addressed.</p>
<b>Healthy Barnsley</b>	Restructure DOPs team	Keeping tenants safe		<ul style="list-style-type: none"> <li>May 22</li> </ul>	Restructure review undertaken on Property Services and all changes implemented from April 2023. <b>Complete</b>
<b>Healthy Barnsley</b>	Implement C365 Compliance Software	Keeping tenants safe	<ul style="list-style-type: none"> <li>Business Case Approved</li> <li>Procure Contract including DPIA &amp; ISCA</li> <li>Contract Start Date</li> <li>Implementation (90 days)</li> <li>Integration with NEC</li> </ul>	<ul style="list-style-type: none"> <li>Nov 21</li> <li>Mar 22</li> <li>Apr 22</li> <li>Jul 22</li> <li>Apr 23</li> </ul>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Ongoing in line with NEC Project</p> <p>NEC Project Delayed New implementation date TBC – linked to repairs project implementation date. <b>To be completed during 23/24 attached this action to new Action Plan for 23/24 due to unforeseen delay on implementation.</b></p>

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
<b>Healthy Barnsley</b>	Meet Building Safety requirements	Keeping tenants safe	<ul style="list-style-type: none"> <li>Commence safety cases for high rise buildings</li> <li>Complete Documentation Gap Analysis &amp; workshops with Pennington Choices</li> <li>Fire &amp; Building Safety Internal (BMBC) Audit providing assurances against imminent Legislation implementation</li> <li>Completion of Safety Cases</li> <li>Attain Building Certification</li> </ul>	<ul style="list-style-type: none"> <li>March 2023</li> <li>Mar 23</li> <li>Apr 22</li> <li>October 2023</li> <li>TBC</li> </ul>	<p>Pennington Choices commissioned in March 2023</p> <p>Will be completed by March 2023</p> <p>Complete – Positive Assurance Obtained</p> <p>Will be complete and ready to submit by October 2023</p> <p>Await Building Safety Regulator dates – actions agreed 22/23 are complete. <b>Carried over final actions for completion of safety cases and certificates to take place 23/24.</b></p>
<b>Sustainable Barnsley</b>	<p>20% stock condition surveys</p> <p>20% EPC surveys</p>	Keeping tenants safe	<ul style="list-style-type: none"> <li>Sign off design template</li> <li>Approve delivery mechanism Int/Ext</li> <li>Begin Surveys</li> <li>Survey validation</li> </ul>	<ul style="list-style-type: none"> <li>Dec 21</li> <li>Feb 22</li> <li>Apr 22</li> <li>Jul 22</li> <li>Apr 22</li> <li>Jul 22</li> </ul>	<p>SCS structure design completed, and delivery mechanism agreed. BHS schemes via contract partners and separate programme to achieve 20% per annum through external contractor - Pennington's. Programme commenced May 22</p> <p>Update – Dec 22 agreed to accelerate programme to full 100% position by April 2024</p> <p>EPC delivery mechanism agreed. BHS schemes via contract partners and separate programme to achieve 20% per annum through external contractor – Pennington's. Programme commenced May 22.</p> <p><b>Update – Dec 22 agreed to accelerate programme to full 100% position by April 2024</b></p>

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestone Actions	Date	Update
<b>Construction Services</b>					
<b>Growing Barnsley</b>	Adoption of Dynamic scheduling	Technology and Innovation  Hearing tenants  Zero carbon	<ul style="list-style-type: none"> <li>• Training of Managers and Craft</li> <li>• Review efficiency gains and resourcing levels</li> <li>• Review alternate shift patterns to meet customer expectations\service needs</li> <li>• Reduce business mileage</li> </ul>	<ul style="list-style-type: none"> <li>• (October 2023)</li> <li>• (April 2024)</li> <li>• (June 2024)</li> <li>• (June 2024)</li> </ul>	<p>April 22 - Repairs IT Project delayed with Go-Live now April 2023.</p> <p>(Dates in brackets are new revised dates)</p> <p><b>Moved to 23/24 Annual Business Action Plan, delay in implementation of phase 1.</b></p>
<b>Growing Barnsley</b>	Expansion of Adaptations works	Growth	<ul style="list-style-type: none"> <li>• Expand CS adaptation work</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 2022</li> </ul>	<p>Aug 22 -Work extended after initial trial period, SLA in place with BMBC. <b>Complete</b></p>
<b>Growing Barnsley</b>	PAS 2030 accreditation	Zero carbon	<ul style="list-style-type: none"> <li>• Retrofit work</li> </ul>	<p>Due by March 2023, subject to availability of assessor</p>	<p>Aug 22 -Initial meeting with assessor has taken place. Work ongoing on the documentation.</p> <p>Jan 23 Pilot scheme on BHS Barnsley West carrying out Pas 2030 measures to contribute to our accreditation.</p> <p><b>Looking to appoint Retrofit Manager as part of gaining accreditation.</b></p>

<b>Learning Barnsley</b>	Meeting PRIP Social Value targets	Employment & Training	<ul style="list-style-type: none"><li>• Meet outcomes of PRIP contracts on social value</li></ul>	Assessed at each quarter	Aug 22 -On target to meet outcomes. Half year report due in September As per BMBC requirement figures now inputted via social value engine report due year end. <b>Complete in 22/23.</b>
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Creating great homes and communities  
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<b>Report Title</b>	<b>End of Year Report - Barnsley Homes Standard Programme (BHS) 2022/23</b>	<b>Confidential</b>	<b>No</b>
<b>Report Author</b>	<b>Arturo Gulla – Executive Director of Property Services</b>	<b>Report Status</b>	<b>For Information / discussion</b>
<b>Report To</b>	<b>Board 13<sup>th</sup> July 2023</b>	<b>Officer Contact Details</b>	<b>arturogulla@berneslaihomes.co.uk</b>

## 1. Executive Summary

The Barnsley Homes Standard (BHS) programme 2022/23 consisted of 1249 properties split between Construction Services and Wates (797/452).

The budget agreed by cabinet was £10.45M. This was increased to £10.96M after £0.50M was transferred from the building safety budget. There were underspends of £0.31M from building safety works and £0.76M from the BHS giving a total underspend of £1.07M, which will be reallocated.

Programme	Budget	Anticipated Outturn	Total Underspend
BHS 2022/23	£10,959,440	£9,892,423	£1,077,676

It was agreed mid-financial year for BHS to support the water ingress scheme on the high-rise flats. The budget has been managed in order to ensure £0.5M was available to allocate to this.

All ten of the schemes are now complete with a total of 1249 properties completed on the programme.

The retrofit pilot is incomplete due to a delayed start date and is planned to be completed July 2024.

The below table shows decency key/non-key components that were replaced as part of the BHS 2022/23 Programme.

Component	Total
Kitchens	120
Bathroom/Wet room	71
Rewires	206
Electrical Upgrade	812
Boiler Upgrade	409
Dry Ridge	389
Dry Hip	80
Dry Verge	114
Chimney Works	47
Loft Insulation	659
Cavity Insulation	71
Damp Treatment	107
External Doors	152
Rainwater Goods	121
Extractor Fans	590
EWI Window Panels	71
Full EWI Properties	7
<b>Totals</b>	<b>4026</b>

The tenant satisfaction for the BHS 2022/23 programme is shown below.

BHS Programme 2022/23	Customer Satisfaction
Quarter 1	97.5%
Quarter 2	98.98%
Quarter 3	100%
Quarter 4	98.3%
<b>Overall</b>	<b>98.31%</b>

The BHS has a specific suite of KPIs which monitors the operational performance of the programme. Tenant satisfaction is one of these KPI measures. Tenant satisfaction questionnaires (TSQ) are provided by Project Liaison Officers to all customers upon full completion of the works in their home.

Average customer satisfaction with the BHS programme across all four quarters was 98.31%, above the KPI target of 97.50%.

## 2. Recommendation/s

That Board note the end of year BHS 2022/23 report.



### 3. Background

- 3.1 The 2022/23 Barnsley Homes Standard programme (BHS) consisted of 1249 properties across ten schemes. Six of these schemes have been carried out by Construction Services with a total of 797 properties. The remaining 452 properties have been carried out by Wates across four schemes
- 3.2 The total budget agreed by cabinet was £10.45M. This was increased to £10.96M after £0.50M was transferred from the Building Safety Budget. There were underspends of £0.31M from building safety works and £0.76M from the BHS giving a total underspend of £1.07M, which will be reallocated.
- 3.3 The focus of the works is primarily to ensure that properties are maintained to decency standards i.e., kitchens, bathrooms, boiler replacements, electrical rewires. In addition, we look to utilise any of the remaining budget allocation to make improvements to building safety/compliance, energy efficiency and ventilation to homes.
- 3.4 In addition to the original scope of works for the BHS programme, works have been transferred from Planned Replacements and Equipment & Adaptations into BHS. This has been where the properties for the replacement works were at the addresses or on the same streets included within the BHS address list. This has been to assist with other Capital budgets as well as to improve customer satisfaction and has been a cost effective approach achieving value for money.
- 3.5 A retrofit pilot of two properties was also added to the programme as part of the Barnsley West Scheme. This will see two properties with an Energy Performance Certificate (EPC) rating E being brought up at least an EPC C rating. This has been in partnership with Construction Services to assist them to achieve their PAS 2030 accreditation, as well as being a learning exercise for all involved. The budget was set at £0.1M.

### 4. Current Position /Issues for Consideration

- 4.1 As part of the Property Repairs and Improvement Partnership (PRIP), total works costs/Guaranteed Maximum Price (GMP) are agreed for each scheme. The total of all GMP's for BHS 2022/23 is £10.65M which equates to an underspend of £0.31M.
- 4.2 The current anticipated outturn across all schemes, provided by the contract partners is £9.9M which is an anticipated saving against the GMP's of £0.76M. This in addition to the £0.31M underspend against the budget, is a total anticipated underspend across BHS of £1.07M.
- 4.3 It was agreed midway through the year that BHS would support the water ingress scheme on the high-rise flats. Therefore, the budget has been managed and monitored throughout the remainder of the year to ensure at least a £0.5M underspend to allocate to this.

- 4.4 All ten of the schemes are now complete with a total of 1249 properties completed on the programme. The retrofit pilot is not incomplete due to a delayed start date mainly due to awaiting the design from an external contractor and planning permission for the external works from BMBC. This is estimated to complete by the end of July 2023.
- 4.5 Following tragic events at Rochdale Borough Housing there was an increased focus on ventilation across all BHS schemes for 2022/23. It was the aim that every property would have an extractor fan fitted in the kitchen and bathroom where there was no existing fan present, as well as replacing any existing non-operational fans. There has been approximately 380 kitchen fans and 210 bathroom fans fitted.
- 4.6 With an emphasis around energy efficiency and building safety there has been 71 uPVC window panels added to the Dodworth/Gilroyd scheme, that will be replaced with fire rated insulated External Wall Insulation (EWI). In addition to this there are seven properties that have had full EWI at Dodworth. We have also added approximately £100,000 of asbestos removal works to the Wombwell scheme. As part of the Barnsley West scheme, we have carried out the replacement of 117 timber external doors to outhouses where the properties have a boiler or battery storage unit fitted for additional security purposes.
- 4.7 The below table shows per scheme the number of properties across the 2022/23 BHS Programme.

<b>BHS Programme</b>	<b>Total Property No.'s</b>
22/23 BHS Athersley South (CS)	45
22/23 BHS Gilroyd/Dodworth (CS)	291
22/23 BHS Shafton (CS)	46
22/23 BHS Wilthorpe (CS)	23
22/23 BHS Worsbrough Common/Dale (CS)	178
22/23 BHS Barnsley West (CS)	214
22/23 BHS Hoyland St Peters (Wates)	116
22/23 BHS Jump (Wates)	163
22/23 BHS Darfield (Wates)	112
22/23 BHS Wombwell (Wates)	61
<b>BHS Programme Total</b>	<b>1,249</b>

4.8 The below table shows the decency key / non-key components that were replaced as part of the BHS 2022/23 Programme.

Component	Total
Kitchens	120
Bathroom/Wet room	71
Rewires	206
Electrical Upgrade	812
Boiler Upgrade	409
Dry Ridge	389
Dry Hip	80
Dry Verge	114
Chimney Works	47
Loft Insulation	659
Cavity Insulation	71
Damp Treatment	107
External Doors	152
Rainwater Goods	121
Extractor Fans	590
EWI Window Panels	71
Full EWI Properties	7
<b>Totals</b>	<b>4026</b>

4.9 The tenant satisfaction for the BHS 2022/23 programme is shown is below.

BHS Programme 2022/23	Customer Satisfaction
Quarter 1	97.5%
Quarter 2	98.98%
Quarter 3	100%
Quarter 4	98.3%
<b>Overall</b>	<b>98.31%</b>

Scheme	Customer Satisfaction
Athersley (CS)	100%
Barnsley West (CS)	98%
Dodworth & Gilroyd (CS)	98%
Shafton (CS)	100%
Wilthorpe (CS)	100%
Worsbrough Common & Dale (CS)	97%
Darfield (Wates)	100%

Hoyland Common & St Peters (Wates)	98%
Jump (Wates)	100%
Wombwell (Wates)	100%
<b>Overall</b>	<b>98.31%</b>

- 4.10 The BHS has a specific suite of KPIs which monitors the operational performance of the programme. Tenant satisfaction is one of these KPI measures. Tenant satisfaction questionnaires (TSQ) are provided by Project Liaison Officers to all customers upon full completion of the works in their home.
- 4.11 The methodology for calculating is based upon the percentage of satisfaction in the quarter across all schemes. The number of satisfied tenants (>50% positive response across the 10 questions set) is divided by the total returned TSQ's by customers in the quarter.
- 4.12 Average customer satisfaction with the BHS programme across all four quarters was 98.31% above the KPI target of 97.50%.

## 5. Customer Voice/Impact

- 5.1 Customers were informed the previous financial year that they are part of the following years BHS Programme. Included in this letter they are informed of who will be carrying out the surveys on behalf of the contract partner. They were then kept up to date with the agreed scope of works and programme dates, as well as receiving a pre-works induction and continual support through the duration of works, from our BH Project Liaison Officers and our contract partners. They were then consulted on completion and handover of the works.

## 6. Risk and Risk Appetite

- 6.1 Timescales - due to the contract partners commencing the BHS surveys later than in previous years, the start dates for the schemes were later than originally planned. This posed a risk to schemes being completed in the 2022/23 financial year.
- 6.2 Supply Chain – Labour & material costs were monitored throughout the year using appropriate mechanisms by project and finance teams. This was due to the significant increases across the construction/building sector. The average price per property did increase on the later schemes but was able to be contained within the budget
- 6.3 Financial - there were minimal risks in terms of managing the allocated funding, as all BHS schemes are protected by an agreed GMP prior to any works commencing on site. The work across each scheme was also analysed prior to GMP agreement, to ensure that we stayed within the resource envelope. For example, dry roof systems were not included as part of the Barnsley West Scheme due to being in an anticipated overspend position prior to the GMP being agreed. The 5% contingency allocated to each scheme was also closely monitored and appropriate action taken in regard to additional works being added. There was also a risk in relation to the £0.5M water ingress saving. This

was due to being below that threshold with the GMP figures at the time of the request.

## 7. Strategic Alignment

7.1 The BHS programme aligns with the BH strategic plan and in some part contributes to all six ambitions. Alongside maintaining decency standards across the stock, it supports the Councils 2030 vision.

## 8. Data Privacy

8.1 This report does not involve the processing of any data.

## 9. Consumer Regulatory Standards

9.1 This report relates to the following elements of the Regulatory Standard:

Home Standard – as a registered provider Berneslai Homes has an obligation to provide quality accommodation to a required standard as set by the Decent Homes guidance. The BHS Programme will only serve to improve the council housing stock, with its main aim being to maintain decency across the housing stock. Alongside this there are reductions in carbon emissions, increasing energy efficiency and improving building safety.

## 10. Other Statutory/Regulatory Compliance

10.1 The BHS programme helps to maintain compliance with the Decency Standards as well as building safety requirements such as electrical and gas compliance.

## 11. Financial

11.1 There are no financial implications arising directly from the progress report.

## 12. Human Resources and Equality. Diversity and Inclusion

12.1 The BHS programme ensures equal and fair access to the service based upon the customers individual's needs. The customer induction undertaken by the Project Liaison Officers will identify disabilities, vulnerabilities or any other specific requirements that call for adjustments to be agreed and applied for the delivery of works.

## 13. Sustainability Implications

13.1 This report details how the BHS programme contributes to the zero carbon initiatives.

## 14. Associated Background Papers

14.1 There are no background papers associated to this report.

15. Appendices

15.1 None.

16. Glossary

16.1 None.



Creating great homes and communities  
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<b>Report Title</b>	<b>Health and Wellbeing Strategy</b>	<b>Confidential</b>	No
<b>Report Author</b>	<b>Nicola Scott HR Manager</b>	<b>Report Status</b>	For information
<b>Report To</b>	<b>Board 13<sup>th</sup> July 2023</b>	<b>Officer Contact Details</b>	<a href="mailto:nicolascott@berneslaihomes.co.uk">nicolascott@berneslaihomes.co.uk</a>

<b>1. Executive Summary</b>	<p>1.1 The purpose of this report is to inform the Board of the Revised Health and Wellbeing Strategy 2022-25 and the Year 1 actions.</p> <p>1.2 Promoting and supporting employee wellbeing is at the heart of our purpose. A happy and healthy workforce is essential to the company's success.</p> <p>1.3 It is recognised that work can have a beneficial impact on an individual's state of health and that work is generally good for both physical and mental health. It is therefore important to have a healthy workplace that is designed to protect and promote good health and which is central to supporting people to stay in work and limit sickness absence.</p> <p>1.4 A new 3-year Health and Wellbeing Strategy has been developed that takes into account the specific needs of our employees. It also reflects the company's vision and support the values – customer first, can do attitude and curious.</p> <p>1.5 The strategy is broken down into four key guiding principles. Those being:</p> <ul style="list-style-type: none"> <li>• Mental Wellbeing</li> <li>• Physical Wellbeing</li> <li>• Social Wellbeing</li> <li>• Financial Wellbeing</li> </ul>
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	<p>1.6 An action plan has been developed that supports the above four guiding principles which will be reviewed on an annual basis or as and when required to consider any changing priorities.</p> <p>1.7 The Health and Well Being Strategy was reviewed by Remuneration Committee and feedback incorporated into the new Strategy.</p>
<p><b>2. Recommendation/s</b></p>	<p>It is recommended that the Board:</p> <p>2.1 Acknowledges the Health and Wellbeing Strategy 2022-25 and the Year 1 actions.</p>

### 3. Background

- 3.1 The health and wellbeing of employees is important to Berneslai Homes and supporting staff to lead a healthy and well balanced lifestyle is a priority.
- 3.2 It is recognised that work can have a beneficial impact on an individual's state of health and that work is generally good for both physical and mental health. It is therefore important to have a healthy workplace that is designed to protect and promote good health and which is central to supporting people to stay in work and limit sickness absence.
- 3.3 In 2013 a Health and Wellbeing Strategy was developed and implemented. The aim of the strategy being to integrate health and wellbeing into day to day activities to create a positive and healthy working environment. It also provided a framework where a proactive and engaging approach could be taken to enhancing the health and wellbeing of staff.
- 3.4 Health and wellbeing is now firmly embedded and a number of key priorities have been achieved which include:
- ✓ Successful accreditation of the Be Well @ Work – ‘Gold’ Award;
  - ✓ Dedicated Wellbeing Hub for employees to access which has a wealth of useful information, tips, videos and support;
  - ✓ Proactive Wellbeing Champions trained in Mental Health First Aid.

### 4. Current Position /Issues for Consideration

- 4.1 A new 3-year Health and Wellbeing Strategy has been developed following extensive consultations. Feedback from the staff Wellbeing Survey has also been taken into account to ensure the the specific needs of needs of our employees were addressed.



4.2 The strategy supports the company's vision and values by:

- Encouraging individuals take personal responsibility for their own wellbeing needs, so they can be the best version of themselves in delivering excellent customer service - *Customer First*.
- Taking ownership, being engaged and make the most of the support available - *Can do attitude*.
- Encouraging employees to step outside their comfort zone, having the confidence to talk openly, share experiences and check in with colleagues – *Curious*.

4.3 To further help support the health and wellbeing needs of staff, four key guiding principles have been identified. These are:

- Mental Wellbeing
- Physical Wellbeing
- Social Wellbeing
- Financial Wellbeing

The strategy identifies what we will do as a company to support staff in these key areas.

4.4 An action plan has been developed that supports the above four key areas which will be reviewed on an annual basis or as and when required to consider any changing priorities.

## 5. Customer Voice/Impact

5.1 Customer views have not been sought for this report due to this being related to employees of Berneslai Homes.

## 6. Risk and Risk Appetite

6.1 Failure to take a pro-active approach to managing the health and wellbeing needs of the workforce is likely to result in an increase in:

- Increased levels of sickness absence
- Reduced employee engagement
- Increased employee turnover
- Increase in the number of mistakes and accidents
- Reduced morale, satisfaction and productivity

## 7. Strategic Alignment

This report supports the strategic ambitions that supports Barnsley 2030 vision of a Healthy Barnsley. To support this vision we will work in partnership with our staff, Barnsley Council and other local stakeholders.

8. Data Privacy

8.1 The Health and Wellbeing Strategy does not involve processing or personal data.

9. ConsumerRegulatory Standards

9.1 Not applicable.

10. Other Statutory/Regulatory Compliance

10.1 Not applicable.

11. Financial

11.1 There are no direct financial implications. Any targeted health and wellbeing Campaigns / initiatives will be undertaken in-house and delivered by existing resources.

12. Human Resources and Equality. Diversity and Inclusion

12.1 A key priority of the Health and Wellbeing Strategy is to continue and promote health and wellbeing activities which are inclusive for all.

12.2 In addition all company employment policies are compliant with legislation, good practice and open to all employees. Equality analysis are also undertaken on all health and wellbeing policies to ensure fairness to all and any potential barriers identified, etc.

13. Sustainability Implications

13.1 Not applicable.

14. Associated Background Papers

14.1 Not applicable

15. Appendices

15.1 Health and Wellbeng Strategy 2022-25



## Health and Wellbeing Strategy 2022-25

# PURPOSE

Promoting and supporting employee wellbeing is at the heart of our purpose. We believe a happy and healthy workforce is essential to our success.

That is why we will continue to actively promote wellbeing that creates a positive working environment where our people are able to flourish and reach their potential.



family and friends  
looking after yourself  
togetherness  
happy home life  
socialising  
nature  
good food  
time to relax  
enjoying nature  
family  
happiness  
loved  
self care  
having a laugh  
relaxing  
active social life  
exercise  
happiness and fun  
time for yourself  
sense of stability  
positive worklife balance  
time too myself  
loved  
time out  
contentment  
being heard  
feeling safe  
good connections  
good relationships

# OUR VISION AND VALUES

Our vision is clear:

**Creating great homes and communities  
with the people of Barnsley.**

Barnsley 2030 vision:

**A healthy Barnsley: keeping ourselves  
and our families well is the key to living  
productive and happy lives.**

To help us deliver our vision and achieve the Barnsley 2030 vision we will support and work in partnership with our staff, Barnsley Council and other local stakeholders.

Everyone who works for Berneslai Homes will embrace these values and make them relevant to their role.

## Customer first

Taking personal responsibility for your wellbeing needs, so you can be the best version of yourself in delivering excellent customer service.

## Can do attitude

Taking ownership, being engaged and making the most of the support available.

## Curious

Willing to step outside your comfort zone, having the confidence to talk openly, share experiences and check in with colleagues.



# KEY THEMES

To support our people's health and wellbeing, we have identified four key guiding principles:



## MENTAL WELLBEING

**We will create a culture where everyone can develop resilience and manage stress, feel like they have meaning and purpose, and be happy at work.**

We will achieve this by:

- having a supportive and inclusive culture where colleagues feel able to talk openly about their mental health
- communicating effectively in a variety of ways
- supporting the work of the Wellbeing Champions
- supporting colleagues with caring responsibilities



## PHYSICAL WELLBEING

**We will create a culture where everyone is encouraged to prioritise their physical health and develop a healthy lifestyle to live in a balanced state of body and mind.**

We will achieve this by:

- providing a safe and healthy place to work
- continuing to promote health and wellbeing activities which are inclusive for all
- providing advice on health and nutrition
- working with local providers to give colleagues access to health promotional events / lifestyle checks



## SOCIAL WELLBEING

**We will create a culture where everyone feels a sense of belonging where people feel valued as colleagues and employees and live the company values.**

We will achieve this by:

- empowering colleagues to take ownership of their wellbeing with access to information, toolkits and self-directed resources via the wellbeing hub
- ensuring leaders have the skills, knowledge, and competencies to support employee with their health and wellbeing
- encouraging involvement and supporting the work of the Berneslai Involvement Group



## FINANCIAL WELLBEING

**We will create a culture where everyone can talk openly about their finances and feel empowered to make positive changes and informed decisions.**

We will achieve this by:

- continuing to support employees with financial support and ability to create their own financial plans (Lifetime, more money in your pocket)
- signposting employees to financial wellbeing resources
- offering a private discount and benefits package / salary sacrifice schemes

# SUCCESS MEASURES

To measure our success we will:



Increase staff satisfaction levels from employee pulse surveys.



Annual reduction of sickness absence levels.



Annual reduction in the number of accidents.



Improve voluntary staff turnover rate.



Increase employee engagement.



Support a coaching culture.



Comply with legislation and HR requirements.



Achieve and retain BeWell at Work accreditation.



# ACTION PLAN 2023/24

## Physical Wellbeing

- 'Move into Spring' health campaign to encourage people to move more
- 'Know Your Limit' to raise awareness of alcohol consumption
- Raise awareness on common long-term health issues such as diabetes, arthritis.
- Work in partnership with local providers to enable access to health checks / health promotion events

## Mental Wellbeing

- Promotion of Wellbeing Champions
- Actively promote Mental Health Awareness Week (May)
- Investigate feasibility of introducing 'Time for Me' (eg eLearning, watching a webinar, catching up with a colleague)

## Social Wellbeing

- launch the new Berneslai Involvement Group
- undertake health and wellbeing survey
- attain Be Well @ Work accreditation
- provide leaders with the tools and skills to effectively support staff with their health and wellbeing

## Financial Wellbeing

- promote Lifetime and arrange awareness sessions
- introduce Car Lease Salary Sacrifice Scheme
- highlighting cost saving offers on Wider Wallet



[www.berneslaihomes.co.uk](http://www.berneslaihomes.co.uk)

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*November 2022*



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<b>Briefing Title</b>	<b>Board Chair of Berneslai Homes</b>	<b>Confidential</b>	No
<b>Briefing Author</b>	<b>Amanda Garrard</b>	<b>Briefing Status</b>	For information
<b>Briefing To</b>	<b>Board 13<sup>th</sup> July 2023</b>	<b>Officer Contact Details</b>	<a href="mailto:SamanthaRoebuck@berneslaihomes.co.uk">SamanthaRoebuck@berneslaihomes.co.uk</a>

<b>1. Briefing</b>	<p>1.1 The current Chair of the Board, Sinéad Butters, has decided not to stand for another three-year term, effective from 28<sup>th</sup> September 2023.</p> <p>1.2 Berneslai Homes would like to express our thanks and gratitude to Sinéad for the considerable and positive impact she has had on developing the Board since joining us in 2020.</p> <p>1.3 The current Senior Independent Director, Mark Johnson, will become the interim Board Chair, until a new Chair is appointed.</p> <p>1.4 We will be appointing a consultant to undertake a competitive recruitment exercise to engage a new Board Chair.</p>
<b>2. Recommendation/s</b>	<p>It is recommended that the Board:</p> <p>2.1 Note the resignation of the current Board Chair.</p> <p>2.2 Note the appointment of the Interim Board Chair, whilst a competitive recruitment process is undertaken.</p>



**Minutes of Berneslai Homes Board held 23<sup>rd</sup> May 2023 at 4.00pm  
in Gateway Plaza**

**Present:**

- Sinead Butters - Chair
- Richard Fryer - Board Member
- Adam Hutchinson - Board Member
- Mark Johnson - Board Member
- Adriana Rustemi - Board Member
- Eric Smith - Board Member
- Jo Sugden - Board Member
- Councillor Sarah Tattersall - Board Member
- Mahara Haque - Co-optee of Customer Services Committee (Board observer)

**In attendance**

- Amanda Garrard - CEO
- Dave Fullen - Executive Director, Customer & Estate Services
- Arturo Gulla - Executive Director, Property Services
- Shaeen Azam - Interim Exec Director, Corporate Services
- Lee Winterbottom - Managing Director Construction Services
- Sam Roebuck - Head of Governance and Strategy and Company Secretary
- Leanne Armitage - Finance Manager
- Sarah Drafz - Performance Manager (for Item 7 only)

	ACTION
<p><b><u>Item 1 – Apologies</u></b></p> <p>Kulvinder Sihota, Executive Director Corporate Services, Councillor Kevin Osborne Board member.</p>	
<p><b><u>Item 2 – Declarations of Interest</u></b></p> <p>All Board members declared an interest in the Governance Update report in relation to the Board Pay element.</p>	
<p><b><u>Item 3 – CEO Presentation</u></b></p> <p>AGA presented the information and highlighted the key issues.</p>	

<p>Board’s attention was brought to the 4 Million Homes Campaign. BH tenants have been involved in the launch.</p> <p>Nat Fed ALMO’s Conference - AH also attended. AGu/AGa spoke on damp mould which received good feedback.</p> <p>Pathways to Work Commission - BH feeding into the commission. This links into BH’s good practice, Achieve programme etc.</p> <p>LGC Awards – BH were involved in presenting information on solar pv and the More Money In your Pocket initiative.</p> <p>IIP – This is a requirement that forms part of BH contract with the Council and is about what staff feel about the organisation, collected through a satisfaction survey. Currently BH are Gold accredited Discussions are taking place with the Council on whether to continue with IIP in the future, as it is felt a more customer focused accreditation would be more beneficial.</p> <p>Telling Our Story – Work is taking place with teams to produce some good stories, including case studies which will be used to promote positive news.</p> <p>EMT Away Day held – priorities identified.</p> <p><b>Resolved</b></p> <p><b>Board received the update</b></p>	
<p><b><u>Item 4 – Governance Update</u></b></p> <p>SR presented and highlighted the key issues.</p> <p>EMT Pay Review – Discussed at Remuneration Committee; they agreed with the recommendations in the report. The Chair of the Committee assured Board that a detailed discussion had taken place, taking into consideration the independent benchmarking before making their decision. The Chair asked if Board agreed with this approach, and this was confirmed. The Remuneration Committee expressed their appreciation of the Executive Management Team and agreed that the arrangement provided good value for money. Board also acknowledged the challenges over the past year and thanked the Executive for their hard work.</p> <p>Board Pay Review – A Remuneration Policy in relation to Board pay increases has been developed by the Governance team. Board pay has been reviewed through an external consultant DTP. This was also discussed and approved at Remuneration Committee. Pay rises will be paid in June, backdated to April 2023.</p> <p>Board Code of Conduct – This has been revised in line with the NHF Code of Conduct.</p>	

<p>The Remuneration Committee Terms of Reference have been amended, taking into account the 3 scheduled meetings per year. Strategies and progress on action plans can be submitted to this Committee, that previously were discussed at the HR Committee.</p> <p>Remuneration Committee also approved a new Succession, Recruitment and Induction Policy.</p> <p>Board noted the members of the Remuneration committee – RF(Chair), MJ, AH, JS</p> <p><b>Resolved:-</b></p> <ol style="list-style-type: none"> <li><b>1. Board approved the recommendation by Remuneration Committee that EMT Remuneration continues to be aligned with BMBC counterparts.</b></li> <li><b>2. Board approved the Remuneration Committee Terms of Reference as recommended by the Remuneration Committee.</b></li> <li><b>3. Board approved the revised Board Code of Conduct as Recommended by the Remuneration Committee.</b></li> <li><b>4. Board reviewed and commented on the documents that were approved by Remuneration Committee</b></li> </ol>	
<p><b><u>Item 5 – Fire Safety Act 2023 and Building Safety Act 2022 Update</u></b></p> <p>AGu presented. He referred the meeting to the changes to the accountable person and principal accountable person. BH are currently awaiting names from the Council and these are required as soon as possible. Until this information is received buildings cannot be registered, the deadline for this is September 2023. KMca has confirmed that they are considering, and she also gave assurance that the deadline will be met. AGa to raise with KMca.</p> <p>With regard to building safety cases, BH have appointed Pennington’s to assist in identifying any gaps etc to enable a draft safety case to be produced and shared. A structural survey has been undertaken on one of the high-rise buildings in relation to the risk of fire – this has resulted in a good outcome. The remaining 2 high rise buildings will be surveyed in due course. This information will be included in the draft building safety case.</p> <p>Confirmation was provided that all the requirements in the Fire Safety Regulations that came into force in January 2023 are undertaken and records kept. Board reminded BH of ensuring fire doors are added to the building safety score card action plan.</p> <p>Board were pleased with the report and felt that this provided the assurance they require, however they felt the information from the Council on the accountable persons needs to expedited.</p>	<p>AGa</p> <p>AGu</p> <p>KMcA</p>

<p>Board felt it would be beneficial if information from the Resident Engagement Panel could be shared with Board. It was agreed this be added to the Customer Services Committee twice a year. It was also agreed that a deep dive on high rise buildings be undertaken by Audit Committee once the building safety cases has been dealt with.</p> <p>Assurance was provided on fire safety instructions. Through the Resident Engagement Strategy process, BH ensure that residents fully understand these. There are no obligations to carry out any evacuation fire drills; however, a maintenance regime is in place, and this is logged and certificates saved. South Yorkshire Fire and Rescue are very familiar with the schemes and last year carried out a significant amount of training – BH staff were also on site, and everything was covered in detail.</p> <p>Board was informed of an invitation from Pennington’s for BH to be involved in some best practice webinars as a result of the progress made.</p> <p><b>Resolved:</b></p> <p><b>Board noted the contents of the report and escalated their concerns &amp; risks to BMBC in relation to the BMBC review of governance arrangements.</b></p>	<p>DF AGu</p>
<p><b><u>Item 6 – Damp and Mould Update</u></b></p> <p>AGu presented, summarising the key points</p> <p>Board’s attention was drawn to the Executive summary which highlights the progress made.</p> <p>The Regulator’s initial findings identified that data is quite poor in many housing organisations. Linking to this BH are accelerating the stock condition programme, which should be 100% complete by March 2024.</p> <p>Reference was made to the Housing Ombudsman Special Report on Rochdale.</p> <p>Berneslai Homes’ progress was outlined which includes:-</p> <ul style="list-style-type: none"> <li>• 1600 homes treated</li> <li>• Board approval requested for a Damp and Mould dedicated team – Board noted these will be additional posts, not pulled from existing resources dedicated to compliance areas</li> <li>• monthly checks carried out on the most vulnerable i.e. where gas is capped</li> <li>• A dedicated inbox</li> <li>• Leaflets reviewed and website updated (with tenants’ input)</li> <li>• Installation of monitors in properties to identify issues – providing evidence</li> <li>• Damp and Mould Task Group is in place (includes tenant reps, BH, BMBC) – Action Plan has been developed</li> </ul>	

<p>Board requested detail on outstanding works. They also asked what Berneslai Homes are most concerned about. AGa feels the main concern is the ability of tenants to heat their homes, particularly those with no proper ventilation. With regard to fabric related issues, BH are making sure that jobs are undertaken to deal with moisture, however where there is overcrowding, this may not solve the problem. The difficulties in stopping overcrowding was discussed, which is only possible at the point of allocation. Better data collection however will pick up any overcrowding, enabling cases to be triaged if required.</p>	<p>AGu</p>
<p>Board highlighted the importance of them understanding the composition of the stock. It was agreed that a fact sheet be shared with Board on a 6 monthly basis. Noted stock information also contained with the Asset Management Strategy.</p>	<p>AGu</p>
<p>The importance of BH knowing its customers was discussed and the measures introduced by BH were highlighted i.e. operatives being observant when in tenants homes on unrelated matters i.e. gas servicing. All staff, the council and partners have been briefed and the dedicated e mail address has been promoted. DF has also undertaken briefings with social care colleagues, making them aware of what BH are doing, which gives them an added dimension. As part of the Stock Condition work, trends have also been looked at, for example, those tenants who have not reported repairs for a considerable period – these have been visited as a priority.</p>	
<p><b>Resolved:</b></p> <p><b>Board noted the contents of the report and approved the establishment of a dedicated Damp &amp; Mould Team.</b></p>	
<p><b><u>Item 7 – Annual Review of Performance</u></b></p>	
<p>SD presented an overview performance highlighting key areas</p> <p>9 out of the 28 KPI's were achieved. However, if the council allowed amber ratings, of the 15 rated red, 5 of these would have fallen into the amber category (narrowly missed). These relate to DH, rent collection, compliance with H &amp; S regulations, SAP ratings and EPCC.</p> <p>The Tenant Satisfaction information slide was brought to Board's attention. Although the target has not been met, performance is favourable within the sector.</p> <p>Board were asked to note the sector dip around repairs, impacted upon by damp and mould. However, on 2 of the measures the annual target was exceeded.</p> <p>Complaints – The increase in complaints has been driven by publicity campaigns to increase tenants' awareness of the complaints process from Berneslai Homes and across the sector. Complaints resolved in the agreed</p>	



<p>target were narrowly missed, and although the target of 70% was not met for tenants satisfied with complaints handling, BH performance was higher than the sector median.</p> <p>Income – year end BH are marginally behind the 2022 position. The cost-of-living crisis has had an impact on this.</p> <p>Compliance – 99.57% compliance. Non compliance relates to 152 properties with an electrical installation condition report over 10 years old. This has been prioritised and is reducing.</p> <p>Asset Management Stock Data - Noted 59 properties classed as non-decent. BH are aware of reasons and will continue to prioritise.</p> <p>Sickness – 12.12 days absence against a target of 9 days. An EMT spotlight session has taken place, with further information being requested on trends etc. Report is awaited. HR are continuing to monitor and support managers.</p> <p>Board felt it was not helpful that amber ratings have been removed but appreciated this was a requirement of the council. They explained the difficulty in the information being received this way which prevented them from being able to carry out their role effectively. Many of the reds are only marginally away from target i.e. relet times, rent collection, gas safety compliance, rent arrears. Potential for 2 reports to be produced including amber for Board, red/green only for the Council report for the next financial year</p> <p>Board requested that the Customer Services Committee work collaboratively with the Exec representative to identify a small number of areas where there are concerns around performance and then this can be brought to Board.</p> <p>Voids were discussed. DF provided assurance that the business plan assumption for HRA rent loss is 1.05%, when it was actually 0.76% ,therefore BH are outperforming how voids are handled.</p> <p>The main issue is in relation to the PRIP contract. If a repair is not a definition of routine it goes into major voids, which is a process that takes 30 days before work is done. This could be, for example, a meter box, shower curtain, extractor fan etc. Board expressed their concern around the 30 day target and felt the PRIP relationship needs to be reviewed. AGa advised that the council have already agreed to this. Board were asked to note that both CS and Wates are outperforming their target.</p> <p>Sector median raised and the importance of not comparing with the average but to accept the challenges.</p> <p><b>Resolved:-</b></p> <p><b>Board noted the performance.</b></p>	<p>SR/SD</p> <p>CSCom and DF</p>
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<p><b><u>Item 8 – Professionalism Agenda</u></b></p> <p>SA presented the report and brought the next steps action plan to Board’s attention.</p> <p>Felt narrow approach being taken by the government. Good customer service should be seen as part of the package, the work around values/behaviours/culture is important as is curiosity and knowing how to deal with people as well as the more technical aspect. A balanced approach is required.</p> <p><b>Resolved:</b></p> <p><b>Board noted the next steps in ensuring the professionalism agenda criteria is met.</b></p>	
<p><b><u>Item 9 – Resource Information Papers</u></b></p>	
<p><u>Item 9.1 – Quarterly Risk Update</u>  AH Chair of Audit and Risk advised this is reviewed regularly by the Committee. There were no specific areas of concerns identified.</p>	
<p><u>Item 9.2 – Innovation and Technology Strategy Update</u></p> <p>No comments raised.</p>	

**Board Meeting 23<sup>rd</sup> May 2023 - Actions**

<b>PUBLIC AGENDA</b>			
<b>Item</b>	<b>Action</b>	<b>By Whom</b>	<b>Comments</b>
<b>Item 5 – Fire Safety Act 2023 and Building Safety Act 2022 Update</b>	Accountable Person/Principal Accountable Persons – to be raised with KMCA	AGa	Agreed in principle. Report going through Council's formal procedure.
	Fire doors to be added to the building safety score card action plan	AGu	Added to the scorecard
	Information from the Building Safety Resident Engagement Panel to be added to Customer Services Committee (twice yearly)	AGu	Added to Customer Services Committee timetable – first update to be provided at the November meeting
	A deep dive on high rise buildings be undertaken by Audit & Risk Committee once building safety cases is complete	AGu	To be agreed
<b>Item 6 – Damp &amp; Mould Update</b>	Detail of outstanding work requested.	AGu	Attached
	Stock composition – fact sheet to be shared with Board on a 6 monthly basis	AGu	Noted – to be produced
<b>Item 7 – Annual Review of Performance</b>	2 reports required - Board's to include amber ratings. Council red/green ratings only.	SR/SD	Will be actioned for 2023/24 performance. The Council has also indicated a willingness to discuss amber ratings for 2023/24 council performance.
	CSC/Exec representative to work collaboratively to identify small number of areas where there are concerns around performance and bring back to Board	CSC/DF	Discussed at CSC on 24 <sup>th</sup> May 2023. Areas agreed: 1 Planned repairs including communications 2. Complaints 3. Income Collection

## Damp and Mould

### Details of outstanding work

This is a snapshot in time, taken on 6/7/2023. These values change constantly, and we continue to be focussed on reducing the number of outstanding jobs as quickly as possible.

- Fans and PIV units are currently in high demand leading to reduced availability. BH are addressing this by expanding the list of permitted suppliers, ensuring they first meet our specifications. Also, our main supplier (Envirovent) has recently opened a new factory that will increase supply of units.

### Day to day repairs

	REPL-FAN-0001	INTPAINT-0001	WINDOWS-0022	ELECLITE-0005	WALLS-0009	WINDOWS-0012
	Install extractor fan	Damp and mould treatment	Weatherproof window (uPVC)	Repair broken extractor fan	Fit air vent	Weatherproof window (non-uPVC)
CS	39	77	12	28	8	8
Wates	25	60	7	15	0	2
TOTAL	64	137	19	43	8	10

**Planned / Programmed:** Jobs identified with the specified keywords.

		'extractor'	'tanking'	TOTAL
Planned repairs	CS	2	94	96
	Wates	1	56	57
Programmed replacements	CS	324	0	324
	Wates	134	0	134
TOTAL		461	150	611