

### Overview

Berneslai Homes was established in December 2002 with Construction Services joining from 2005 and is an arms-length Management organisation (ALMO), 100% owned by Barnsley Council; delegated to provide services to council housing across the borough.

### Barnsley Council (BMBC)

Barnsley Council operate a client function between BMBC, and Berneslai Homes. They also ensure that Berneslai Homes strategic priorities are aligned with those of the council. The council monitor the performance of the organisation through an agreed Assurance Framework and a set of review meetings. BMBC continue to provide some of the landlord services such as setting the lettings policy for council housing, regeneration, right to buy and homelessness. BMBC also provide several support services through service level agreements to Berneslai Homes, including ground maintenance, call centre services, IT services, Financial Services, Fleet, and high-level antisocial behaviour cases.

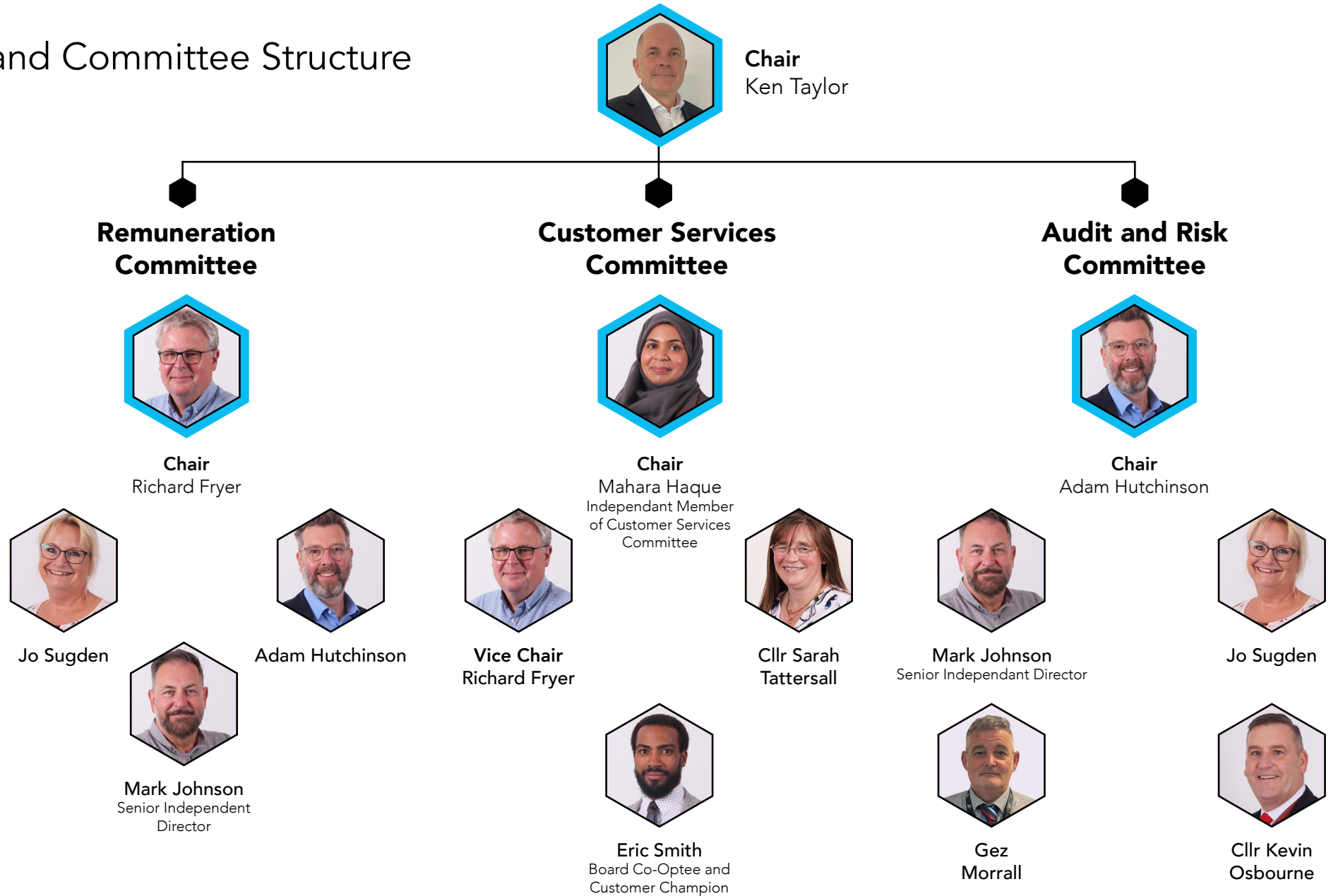
### Berneslai Homes

As an Arms-Length Management Organisation we are delegated to carry out the day to day running of the council housing service:

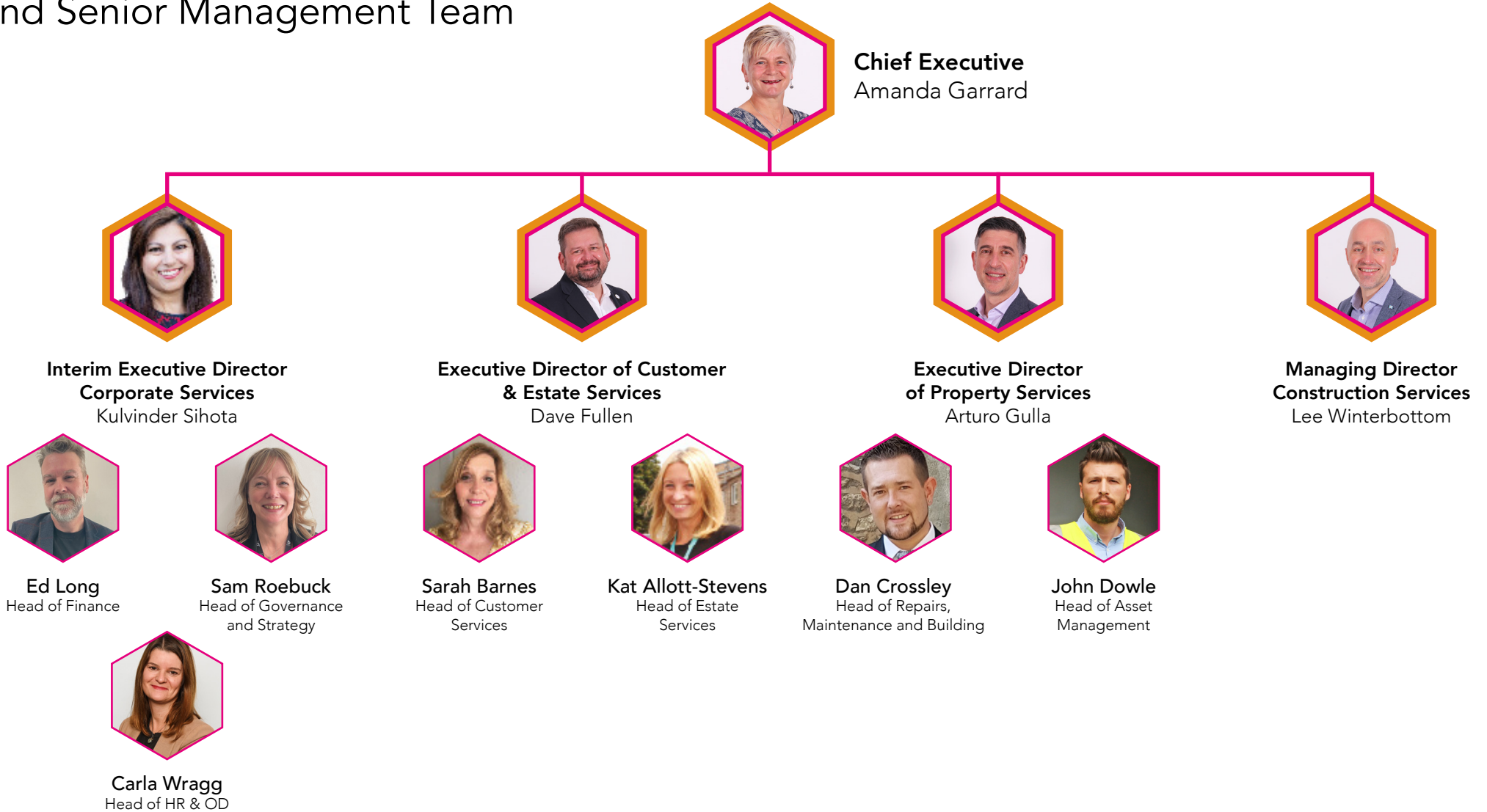
- We manage the waiting list for the council and let vacant homes
- We collect rent
- We repair, maintain, and improve our homes and estates
- We support people facing financial difficulty
- We keep our estates clean and tidy and deal with issues of lower-level anti-social behaviour
- We support people to manage their tenancy
- We engage with and listen to our customers and communities
- We work with our shareholder Barnsley council to build and acquire new homes.



# Board and Committee Structure



## Executive Management Team (EMT) and Senior Management Team



## Berneslai Homes Key priorities and focus 2023/2024

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources
<b>Corporate Priorities</b>					
<b>Healthy Barnsley</b>	Implement phases 1.1 and 1.2 of Repairs First and DRS and make sure we use the new system to its full functionality to deliver efficient, effective and timely customer service (NEC Repairs First) DRS.	<b>Technology and Innovation</b>	<ul style="list-style-type: none"> <li>Review of phase 1 repairs first implementation</li> <li>Phase 1.1 Repairs and Maintenance</li> <li>Implement 1.2 Asset Management</li> </ul>	<p>April 2024</p> <p>June 2024</p> <p>December 2024</p>	<p>Managing Director of Construction Services</p> <p>Head of Asset Management</p> <p>Head of Governance and Strategy</p>
<b>Healthy Barnsley</b>	Improving data quality, accuracy and maturity using this data to tailor services for our tenants.	<b>Hearing Customers</b>	<ul style="list-style-type: none"> <li>Data Strategy and 3 year action plan to improve data approved by EMT</li> <li>Soft market testing of tools to enhance data quality across systems and business case to purchase software</li> <li>Improved induction for IT Systems and introducing data standards and data owners across the organisation</li> </ul>	<p>June 2024</p> <p>October 2024</p> <p>March 2025</p>	<p>Head of Governance and Strategy budget for data accuracy tool required</p>
<b>Healthy Barnsley</b>	Using technology to streamline services and review and automate processes where possible.	<b>Technology and Innovation</b>	<ul style="list-style-type: none"> <li>Agree 3 year programme of areas to review with EMT</li> <li>Work with BMBC in their digital transformation journey to improve automation for BH</li> </ul>	<p>June 2024</p> <p>March 2025</p>	<p>Head of Governance and Strategy IT budgets</p>

**APPENDIX A: Berneslai Homes Annual Business Action Plan**

Barnsley 2030 objective	Priority	BH Ambition	Key Milestones	Date	BH Lead and additional resources
<b>Healthy Barnsley</b>	Hearing and responding to a wider tenant voice	<b>Hearing Customers</b>	<ul style="list-style-type: none"> <li>Review successfulness of Insight and Engagement Strategy</li> </ul>	December 2024	Head of Customer Services Engagement Manager Head of Governance & Strategy - budget for insight platform
			<ul style="list-style-type: none"> <li>Fully develop insight IT platform</li> </ul>	June 2024	
			<ul style="list-style-type: none"> <li>Increase insight following successful launch of Knowing our Customers Project</li> </ul>	December 2024	
<b>Healthy Barnsley</b>	Bespoke approach to Neighborhood Management	<b>Hearing Customers</b>	<ul style="list-style-type: none"> <li>12 month review of neighborhood and ASB structure</li> </ul>	April 2024	Head of Estate Services Neighborhood Manger ASB Team Leader
			<ul style="list-style-type: none"> <li>All staff completed Housing Professional passport by December 2024</li> </ul>	December 2024	
			<ul style="list-style-type: none"> <li>Key Action Plans - Noise/ASB complete</li> </ul>	April 2024	
<b>Healthy Barnsley</b>	All homes to be compliant with Building Safety and Compliance regulations/legislation (Building Safety)	<b>Keeping Tenants Safe</b>	<ul style="list-style-type: none"> <li>Ongoing monthly building safety scorecard reports to transfer to real time reporting via C365</li> <li>EICR 100% to 5 year position (utilising warrant of entry for access)</li> <li>Lifts 100% compliant (utilising warrant of entry for access)</li> <li>Building safety cases - quarterly review with building safety project board awaiting contact from the building safety regulator</li> <li>Embed the damp, mould and disrepair team &amp; produce a bespoke strategy</li> <li>Installation of IOT monitoring</li> </ul>	June 2024	Head of Repairs Maintenance and Building Safety

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<b>Healthy Barnsley</b>	All homes will have up to date asset data used to support repairs, maintenance and investment (Stock Data)	<b>Technology and Innovation</b>	• Review stock data completion rates and run a targeted mop up programme to attain full asset data set	June 2024	Head of Asset Management
			• Commissioning of data validation exercise of stock data	August 2024	
			• Rolling programme of stock condition across 20% of the stock per annum, operating on a risk based approach in relation to property selection	March 2025	
<b>Learning Barnsley</b>	Strategic workforce planning (incorporating professionalism agenda, succession / workforce planning)	<b>Employment and Training</b>	• Review of jobs in scope, current qualifications held and training needs	June 2024	Head of Human Resources and Organisational Development
			• Review employee specs and recruitment process to meet competency and conduct requirements	June 2024	
			• Review PDR process	March 2025	
			• Agree workforce planning succession		
• Planning framework					

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<b>Growing Barnsley</b>	Implementing the Lettings Policy and reviewing its impact	<b>Hearing customers</b>	• Post Go live review of new policy	April 2024	Head of Customer Services Lettings Manager
			• Review wider service processes	June 2024	
			• Obtain feedback from applicants 6 months after go live	August 2024	
			• Completion of annual review report for board and BMBC	January 2025	
			• Review mutual exchange service offer and provider	September 2024	
			• Review service structure for efficiencies	January 2025	
<b>Sustainable Barnsley</b>	To achieve EPC "C" by 2030 and Net Zero by 2045 (Development approach to sustainability)	<b>Zero carbon</b>	• Review exercise to be undertaken following completion of EPC "C" retrofit pilot, delivered via PRIP contractual arrangement	July 2024	Head of Asset Management
			• Develop and agree approach with EMT and BMBC for a EPC "C" retrofit programme to deliver 2030 objective for all BH stock	October 2024	

## Strategies

We are working with the council to develop a vision and strategy for the future of social housing in Barnsley, as part of the Borough’s wider housing strategy.

We have developed and will continue to review Berneslai Homes strategies that underpin our Strategic Plan.

Strategy	Key Dates
Strategic Plan 2021 - 2031	December 2024
Asset Management Strategy 2021 - 2026	2026
Communication Strategy 2022 - 2025	2025
EDI Strategy 2021 - 2025	2025
Innovation and Technology Strategy 2022 - 2024	2024
People Strategy 2021 - 2024	2024
Sustainability Strategy 2022 - 2027	September 2024



## Finance and our budgets 2024/2025

<b><u>Income</u></b>		Human Resources	831
Management Fee	<b>-16,743</b>	Head Office	590
Additional Management Fee	<b>-307</b>	Performance & Information	1,114
<b><u>Expenditure</u></b>		Together Housing	23
Caravan Site	67	Governance & Strategy	512
Heating Services Unit	2,587	Damp, Mould & Disrepair	223
Customer Service & Engagement Team	686	Dev 2 - Income Services Modernisation	
Tenant First	1,306		<b>18,150</b>
Chief Executive	203	<b>Total Expenditure</b>	<b>-25</b>
Board	66	<b>Interest on Cashflow</b>	
Central Housing Management Services	1,201	<b>Surplus (-) /Deficit (Funding From Reserves)</b>	<b>1,075</b>
Finance	540		
Lettings	904		
Housing Management Teams	2,154	Grounds Maintenance:	£1,676,309
Income	1,012	Barnsley Connects:	£1,108,826
Asset Management	1,039	Community Safety and Neighbourhoods:	£765,375
Repairs, Maintenance & Building Safety	1,440	Repairs:	£29,265,637
Community Refurbishment Scheme	545	Capital Core Programme:	£22,533,000
Community Buildings Team	1,153	Other Capital Investment (regulatory compliance):	£4,150,000
		Housing Growth:	£8,900,000
			£4,300,000 expended to date.

## How will we measure success?

We will have restructured our organisation to ensure we can deliver the ambitions in our Strategic Plan and ensure we achieve value for money.

- We will have restructured our Assets team and will deliver insight and data into the condition of our housing stock working closely with the council to ensure we are able to deliver the much needed zero carbon agenda.
- Increase in customer satisfaction from the new repairs system and Dynamic Resource Scheduling software (DRS), improving the customer journey when reporting repairs.
- We will be meeting consumer and regulatory standards and publishing our results against these.
- Improved statutory compliance through a new compliance software system.
- Continue to implement schemes in the borough on social housing decarbonisation.
- Revised lettings policy implemented.
- Continued commitment to efficiency and value for money demonstrated through the annual value for money report.
- Target of 3% Apprenticeships met.

Theme	Measure	Description
Overall satisfaction	TP01	Overall satisfaction with the services provided.
Maintaining building safety	BS01	Percentage of homes that have had all the necessary gas safety checks.
	BS02	Percentage of homes in buildings that have had all the necessary fire risk assessments.
	BS03	Percentage of homes in buildings that have had all the necessary asbestos management surveys or reinspections.
	BS04	Percentage of homes that have had all the necessary legionella risk assessments.
	BS05	Percentage of homes in buildings where the communal passenger lifts have had all the necessary safety checks.
	TP05	Overall satisfaction that the home is safe.
Keeping homes in good repair	RP01	Proportion of homes non-decent.
	RP02 (1)	Proportion of non-emergency repairs completed in landlord's target time.
	RP02 (2)	Proportion of emergency repairs completed in landlords target time.
	TP02	Satisfaction with overall repairs service.
	TP03	Satisfaction with time taken to complete most recent repair.
	TP04	Satisfaction that the home is well maintained.

*Continued on next page.*

## APPENDIX A: Berneslai Homes Annual Business Action Plan

Theme	Measure	Description
Respectful and helpful engagement	TP06	Satisfaction that the landlord listens to tenant views and acts upon them.
	TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them.
	TP08	Agreement that the landlord treats tenants fairly and with respect.
Effective handling of complaints	CH01(1)	Complaints relative to the size of the landlord (Stage 1).
	CH01(2)	Complaints relative to the size of the landlord (Stage 2).
	CH02(1)	Complaints responded to within Complaint Handling Code timescales (Stage 1).
	CH02(2)	Complaints responded to within Complaint Handling Code timescales (Stage 2).
	TP09	Satisfaction with the landlord's approach to handling complaints (only those making a complaint in last year).
Responsible Neighbourhood Management	NM01(1)	Anti-social behaviour cases relative to the size of the landlord.
	NM01(2)	Anti-social behaviour cases relative to the size of the landlord (hate related).
	TP10	Satisfaction that the landlord keeps communal areas clean and well maintained.
	TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods.
	TP12	Satisfaction with the landlord's approach to handling anti-social behaviour.

Theme	Measure	Description
Council Pulse	BH1	Void rent loss %.
	BH2	Rent collected as a proportion of rents owed on HRA dwellings.
	BH3	Proportion of apprentices in workforce.
	BH4	To spend influenceable funds locally, supporting the Barnsley economy.
	BH5	Percentage of properties with an EPC C or above.
	BH6	Management fee efficiency saving.