



Strategic Plan 2021-31

Roots in the past, eyes on the future.

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Welcome to our Strategic Plan 2021-31

We introduce our new Strategic Plan during uncertain times as, like others in our sector, we have seen a year of change and challenge delivering services to thousands of customers during a global pandemic.

We were delighted to sign a new contract with Barnsley Metropolitan Borough Council in April 2021. This will allow us to provide housing management services across the council housing stock for the next 10 years. Berneslai Homes is a crucial partner for the Council and by building on this already successful relationship we can drive improvements in the delivery of housing services. This partnership will make sure that we keep customers at the heart of everything we do.

The right home environment is critical to our tenants physical and mental health and wellbeing. Good quality, energy efficient and safe housing helps people stay healthy and provides the base to help achieve a decent quality of life. Berneslai Homes work with Public Health and other health partners to ensure our tenants can access information and support to stay fit and well all year round and to provide additional help to keep warm and well during colder weather.

During this year we have changed many of our working practices by investing in IT systems,

improving our agile approach and we have focused on strengthening our commitment to being a hearing and learning organisation.

In developing our Strategic Plan, we have consulted extensively with customers, colleagues, and our shareholder, Barnsley Council. This has helped us to make sure that our strategy represents everyone who has a vested interest in Berneslai Homes and our role in making Barnsley a place of possibilities. We are pleased that our ambitions were supported by all our stakeholders and we now have our 'eyes on the future.'

Our new plan builds on our current themes and will introduce our ambitions for the future that will help us to provide thriving, vibrant and diverse communities for our residents. We will listen to our customers, hear what they say and make sure that they feel safe in their homes.

We cannot achieve our strategy without the commitment of our colleagues and partners. We will continue to invest in the team through coaching, mentoring and training to ensure that our can-do positive culture is embedded throughout the organisation. Our People Strategy will underpin this and our commitment to be an inclusive, diverse organisation.



Amanda Garrard
Chief Executive

Sinéad Butters
Chair



About us

Berneslai Homes is an arms-length management organisation (ALMO), 100% owned by the Council, delegated to provide services to council housing across the borough.

Berneslai Homes is a company limited by guarantee and is overseen by a Board of Directors who attend Board and Committee meetings regularly throughout the year.

The implementation of policies and the day-to-day running of the organisation is delegated to the Chief Executive and the Executive Management Team. Our overall performance is reported to the Council on a quarterly basis.

We employ 537 staff including 28 apprentices.

We spend and invest wisely to achieve value for money.

Our tenants are at the heart of all we do.



Robust governance

We have strong and robust governance, audited on a yearly basis. We work to the highest possible standards when making and implementing decisions, always giving priority to the safety and security of our customers and colleagues.



Co-regulatory tenant involvement

Underpinning the Board and Committee structure is our co-regulatory tenant involvement and engagement model, including our Tenant Voice and Scrutiny panels and our local TARAs. Ensuring our customers are fully involved in developing, shaping and scrutinising our services.



Equality, diversity and inclusion

We respect equality, diversity and inclusion, we recognise and value differences amongst our customers and our colleagues. We act fairly in our dealings with all groups and individuals. We are a Housing Diversity Network accredited organisation.



Vibrant and cohesive communities

We have a flexible front-line service offer tailored to individual needs. We work together with tenants, partner organisations, the third sector and communities to make every contact count and be more than just a landlord.

The external environment

Our new Strategic Plan focuses on how we can build for the future, supporting our local communities, listening to our customers, and keeping our eye on the external environment.

The COVID-19 pandemic has changed the way people live their lives, with some elderly and vulnerable people becoming more isolated and an increased reliance on technology to access services.



The new *Charter for Social Housing Residents: Housing White Paper 2021* rightly highlights our responsibility to listen to the voice of tenants, setting out measures to ensure that landlords are providing excellent quality services and effective mechanisms for listening and influence.



The *Building Safety Bill* is an important part of our future, and is designed to ensure that housing providers help people feel safe in their homes. A key area for us is making sure that we are serving our customers and are compliant with the elements of the bill.



Zero carbon and our journey to be carbon neutral by 2040 feature strongly in our strategy. We will continue working to reduce our environmental impact. We are now agile working and travelling less. Our focus moving forward will be on reducing our carbon footprint with our fleet of vans and introducing new technology to reduce carbon emissions and energy bills for our residents.

Barnsley
**20
30**




Ministry of Housing,
Communities &
Local Government

Barnsley - the place of possibilities

We embrace our role as an anchor organisation in Barnsley. We will 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:

Healthy Barnsley

Keeping ourselves and our families well is the key to living productive and happy lives.

Learning Barnsley

Developing skills, talent and creativity within people of all ages will open up exciting prospects.

Growing Barnsley

Open for business, with our great location, excellent links to road network, digital connectivity and attractive local offer.

Sustainable Barnsley

We all have our part to play in protecting our borough for future generations.

Barnsley

2030

Our values

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

Our vision is clear:

Creating great homes and communities with the people of Barnsley.

Our mission supports our vision:

Great place, great people, great company.

Creating and developing vibrant neighbourhoods where diverse communities thrive and develop; attracting and retaining talented people, serviced by a diverse organisation.

Customer first

you'll be at the heart of all we do.

Can do attitude

we'll make change happen, fix problems and adapt to achieve.

Curious

we'll look beyond face value to get things right.

Getting the basics right

We acknowledge the need get the foundations of the business right: to be high performing, delivering excellent customer service with governance arrangements providing assurance that we are a successful and well-managed company.

Excellent customer services – We listen to our customers and their views are at the heart of our decision making. We continue to learn, grow and change so we adapt to any given situation.

Successful and well-managed company – We invest and spend wisely in our homes and communities whilst also supporting the local economy and investing in our town.

Partnership working – We are proud to work closely with Barnsley 2030 Board, our local communities and different businesses and organisations across all sectors to achieve their vision of Barnsley being a place of possibilities.

Sustainable communities - We embrace diversity and inclusion, provide work opportunities, support carers, and contribute to the zero-carbon agenda.

To ensure we continue to deliver, we have set out our ambitions over the next 10 years.



Our ambition for the next 10 years will be...



Hearing customers

We are a listening organisation: valuing and encouraging feedback from customers, working together to continuously improve services.

We will ✓

Co-design our services with tenants.

Ensure all our service reviews and strategies have strong tenant input.

Have an accredited complaints process (Housemark) used to improve services.

Ensure customer feedback is used to continuously improve services.

Offer a broad range of engagement and feedback opportunities that ensures we hear from 50% of tenants annually.

Have a Customer Services Committee that has strong, direct links to engaged tenants and access to customer feedback and insight to ensure the tenant's voice is heard.

Use digital tools to obtain instant feedback about the services we offer.



How will we measure our success?



High levels of customer satisfaction - over **90%**.



High levels of engagement and feedback - at least **50%** of tenants annually.



Low levels of complaints.



Keeping Tenants Safe

Keeping tenants safe is our priority.

Building Safety

We will ✓

Complete all major compliance type works for example, sprinkler installs, fire compartmentation.

Increase tenant's confidence with the security and safety of their home.

Reduce fire incidents in and around the home, due to awareness raising, removal of risk areas and improved systems/designs.

Fit carbon monoxide and smoke detectors in all our homes.

Fit all homes with smart monitoring devices to allow for proactive maintenance.

Provide electronic access to compliance certificates for all our tenants.

Neighbourhood Safety

We will ✓

Work with partners to address tensions that anti social behaviour, crime and nuisance can cause so that tenants can live in their homes without stress and fear.

Work with partners to tackle poor estate designs to make neighbourhoods safer.



How will we measure our success?



100% compliance across gas, fire safety, asbestos, legionella, electrical and lifts.



100% sprinkler installations by 2023 to all high-risk buildings.



100% of properties have carbon monoxide detectors fitted.



100% in date Building Safety Cases and Building Assurance Certificate.



90% of tenants are satisfied with their neighbourhood as a place to live.



90% of tenants are satisfied with our actions to keep communal areas clean and safe.



Improving opportunities for employment and training

We will ✓

Increase the number of apprenticeships to represent 10% of our workforce by 2030.

Maximise social value through our procurements ensuring our suppliers and contractors provide opportunities for the residents of our town.

Deliver to the Council's relaunched Employer Promise.

Work with the Council to ensure that our tenants increase their confidence in accessing online services, skills and finding work.

Secure further funding to continue and expand our 'Achieve' Programme supporting tenants into jobs and higher paid employment.



How will we measure our success?



Year on year increase in apprentice placements within BH and our supply chain.



10% of BH workforce being apprentices by 2030.



100% of our apprentices secure a permanent position.



20% Reduction in working age tenants in receipt of benefits.



All tenants using the internet by 2030.



200 tenants supported each year to get ready for work.



Technology and innovation

Developing the best use of technology for the business, our tenants, and communities.

We will ✓

Work with the Council to ensure every neighbourhood has affordable digital connections.

Develop and implement IoT (Internet of Things) and other technology to improve the quality of our homes and deliver efficiencies.

Increase the use of automated processes (robotics) to allow staff to focus on our customers.

Increase our use of technology building on the NEC housing system to enable easy access for customers and promote digital by choice.

Have digital noticeboards in our Independent Living Schemes and high-rise flats.

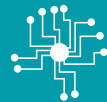
Explore and exploit the latest developments in technology to be at the forefront of the housing sector.



How will we measure our success?



90% of customer contacts will be online by 2030.



50% of our tenants' homes will benefit from IoT (Internet of Things) technology by 2030.



80% of processes that don't add value will be automated.



5% reduction in the cost of day-to-day housing repairs through improved scheduling of work by 2023.



All tenants have access to affordable internet connections.



Growth of homes and services

Establishing a growth strategy that develops new homes, services, and products, benefiting the neighbourhoods in which we work. Without growth we cannot sustain services for our customers and undertake broader work.

New Homes

We will ✓

Have a stable stock at 18,264 due to Council build and acquisitions programme.

Develop further homes and services needed in the borough for example, provision for older people.

New Services

We will ✓

Reduce our sub-contractor usage and reduce the number of visits to customer's homes when major repairs are completed.

Seek to secure contracts to manage other non-HRA buildings in the borough.

Offer a trusted adaptations and repairs service to private owners.

Work with providers to review the possible rationalisation of social housing landlords in Barnsley and any opportunities this may bring.



How will we measure our success?



100 new build and acquisitions per year.



Less than **2%** sub contractor labour.



Turnover increased by **20%** for Construction Services.



Zero carbon

Meeting the targets locally and nationally by changing the way we work and investing in homes.

We will ✓

Replace all Construction Services fleet to electric vehicles (EV) by 2030.

Increase staff expertise to deliver zero carbon measures throughout the borough.

Work closely with the council to maximise the success of the decarbonisation and future zero carbon initiatives.

Align with Barnsley 2019-2033 Active Travel Strategy and the targets within this.

Introduce an incentive scheme for staff to convert home heating to green alternatives and support to convert to electric vehicles.

Procure green energy for our operations.

Fit solar panels to our properties.

Have a modern and effective energy performance certificate process in place.

Introduce new heating systems with green alternatives for our customers.



How will we measure our success?



Use of own vehicles to travel to work and mileage claims reduced by **50%**.



Fleet **100%** electric.



100% success rate in obtaining Social Housing Decarbonisation Funding up to 2030.



100% EPC 'C' for all properties.



HRA business plan **100%** funded with additional income for zero carbon work.



25% tenant heating replaced with green alternatives – air/ground sourced or hydrogen.



How we will measure success

- Quarterly reviews at management team and Board - considering key performance indicators and success measures.
- Our Strategic Plan will be reviewed on an annual basis by our Board and the Council.
- Performance reported to Barnsley Council and to our customers through our website, Annual Report and our Tenant Voice Panel.

Berneslai Homes is committed to the delivery of our 10 year ambitions.

As a hearing organisation, we welcome feedback on our plan. Please share any comments or questions with us about our Strategic Plan by emailing board@berneslaihomes.co.uk.

APPENDIX 1: Action Plan 1st April 2022 to 31st March 2023

Barnsley 2030 Objective	Berneslai Homes Objective	Action	Measure	Lead
Healthy Barnsley	Hearing Customers.	Develop a new range of tenant satisfaction measures to reflect new regulatory standards.	Increase in overall tenant satisfaction.	Customer and Estate Services.
	Hearing Customers.	Implement the outcomes of the TPAS smart review of customer engagement.	Satisfaction with complaints handling. Satisfaction that we listen to views and take notice.	Customer and Estate Services.
	Hearing Customers.	Carry out self-assessment against new consumer standards.	Satisfaction with tenant engagement.	Customer and Estate Services.
	Hearing Customers.	Undertake HouseMark Complaints Accreditation assessment.	Achieve House Mark Accreditation.	Customer and Estate Services.
	Keeping Tenants Safe.	Implement outcome of Lettings Policy Review to ensure homes are allocated to those most in need while supporting strong, vibrant neighbourhoods.	Implement new Lettings Policy.	Customer and Estate Services.
	Keeping Tenants Safe.	Commence safety cases for high rise buildings.	3 high rise buildings completed.	Property Services.
	Keeping Tenants Safe.	Install sprinkler systems to high rise buildings.	All high rise completed by March 23.	Property Services.
	Keeping Tenants Safe.	Install sprinkler systems to independent living schemes by March 23.	4 schemes completed by March 23.	Property Services.
	Keeping Tenants Safe.	Implement Building and Neighbourhood Safety Compliance Software.	New software installed by March 23.	Property Services.
	Keeping Tenants Safe.	Implement an electrical certificate 5-year programme.	Implemented by March 23.	Property Services.
	Keeping Tenants Safe.	Complete annual stock condition and Energy performance Certificate surveys.	20% completed in the year.	Property Services.

APPENDIX 1: Action Plan 1st April 2022 to 31st March 2023

Barnsley 2030 Objective	Barneslai Homes Objective	Action	Measure	Lead
Learning Barnsley	Employment and Training.	Complete the delivery of 30 Kickstart Placements.	30 Kickstarts in place by 2023.	Corporate Services.
	Employment and Training.	Deliver the ESF funded 'Achieve' scheme.	On track to achieve 360 participants over the lifetime of the project.	Corporate Services.
	Employment and Training.	Achieve Property Repairs and Improvement Partnership (PRIP) Social Value targets.	Meet minimum targets set by March 23.	Construction Services.
Growing Barnsley	Technology and Innovation.	Deliver the digital Inclusion broadband pilot.	Initial pilot successful and free broadband in place for 39 customers.	Corporate Services.
	Technology and Innovation.	Implement new software for Income Management.	Go Live March 2023.	Corporate Services.
	Technology and Innovation.	Implement the NEC housing system and Advanced Dynamic Resource Scheduling/Job Manager.	Go Live July 22.	Corporate Services.
	Growth.	Expand Construction Services Adaptation Work.	Successfully delivery of works up to March 23.	Construction Services.
	Growth.	Construction Services to achieve PAS 2030 accreditation.	Construction services eligible to deliver funded retrofit works.	Construction Services.
Sustainable Barnsley	Zero carbon.	Develop and implement a new carbon literacy - sustainability strategy.	Carbon literacy and sustainability strategy approved and implemented by July 2022.	Property Services.
	Zero carbon.	Install renewable technologies – Air source heat pumps, battery storage.	75 battery storage systems via Age UK, fitted by December 2022.	Property Services.
	Keeping Tenants safe.	Restructure of property/Assets Team.	To be completed by May 2022.	Property Services.

APPENDIX 2: How we meet the Barnsley 2030 objectives

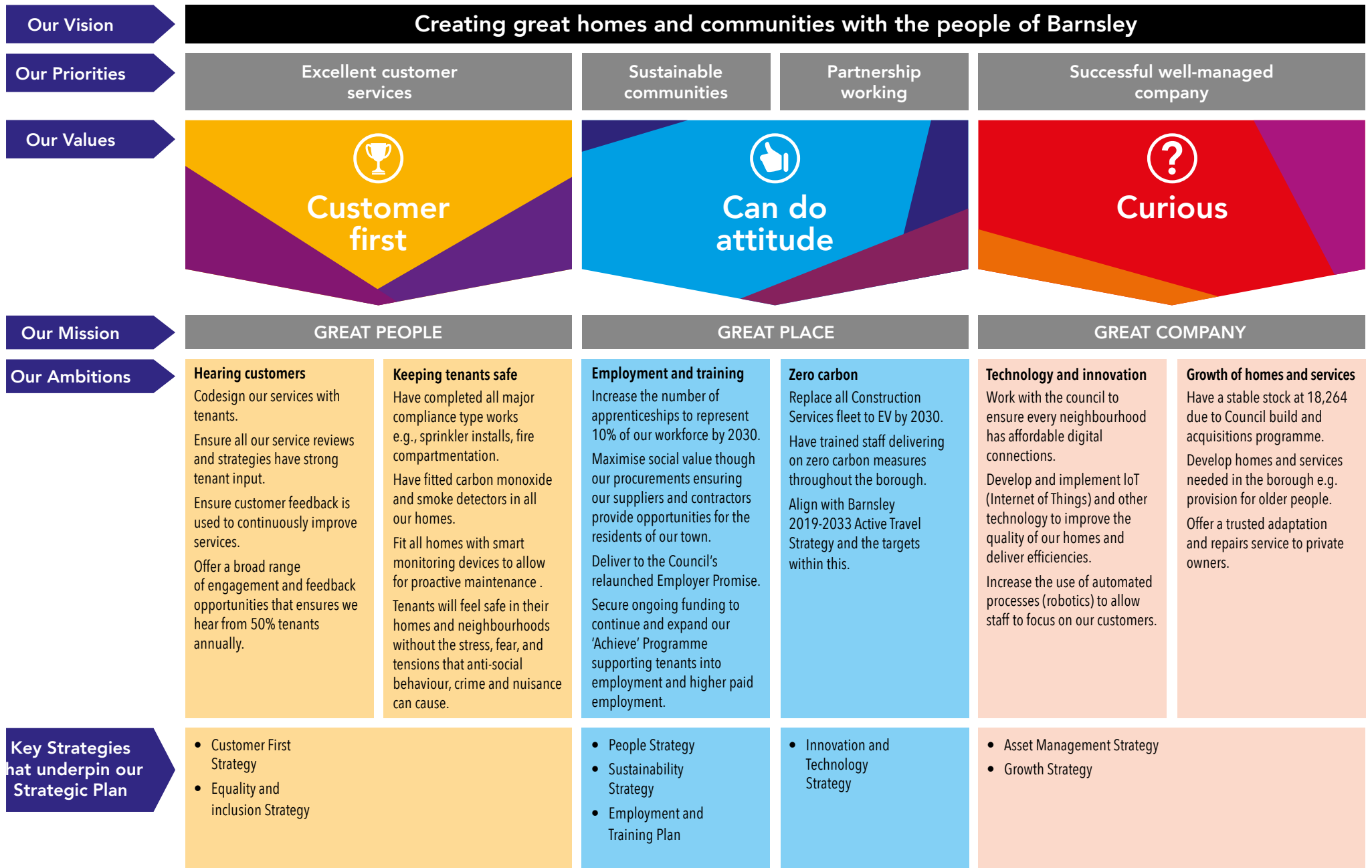
Barnsley 2030
Barnsley - The place of possibilities

Healthy Barnsley	Learning Barnsley	Growing Barnsley	Sustainable Barnsley
<p>Tackling digital exclusion to reduce isolation and loneliness.</p> <p>Make sure that our tenants feel confident with the security and safety of their home.</p> <p>Have completed all major compliance type works e.g., sprinkler installs, fire compartmentation.</p> <p>Tenants will feel safe in their homes and Neighbourhoods without the stress, fear, and tensions that anti-social behaviour, crime and nuisance can cause.</p> <p>We will work with partners to tackle poor estate designs and layout to make estates and neighbourhoods safer.</p>	<p>Increase the number of Apprenticeships to represent 10% of our workforce by 2030.</p> <p>Maximise social value through our procurements ensuring our suppliers and contractors provide opportunities for the residents of our town.</p> <p>Deliver to the Council's relaunched Employer Promise.</p> <p>Work with the Council to ensure that our tenants increase their confidence in accessing online services and can develop the essential digital skills needed to find work.</p> <p>Secure ongoing funding to continue and expand our 'Achieve' Programme supporting tenants into employment and higher paid employment.</p> <p>Graduate trainee Apprenticeships.</p> <p>Management development and a coaching culture.</p> <p>Learning organisation increasing our networks.</p> <p>Training IT skills for our tenants.</p> <p>Expansion of our Community Refurbishment Scheme.</p>	<p>Have a stable stock at 18300 due to council build and acquisitions programme.</p> <p>Develop homes and services needed in the borough e.g. provision for older people.</p> <p>New Services</p> <p>Reduce our sub-contractor usage.</p> <p>Seek to secure contracts to manage other non-HRA buildings in the borough.</p> <p>Offer an Adaptations plus service – providing adaptations and trusted provider of repairs services to private owners.</p> <p>Manage social housing for all providers in the area.</p>	<p>Replace all Construction Services fleet to EV by 2030.</p> <p>Have trained staff delivering on zero carbon measures throughout the borough.</p> <p>Work closely with the council to maximise the success of the decarbonisation and future zero carbon initiatives.</p> <p>Align with Barnsley 2019-2033 Active Travel Strategy and the targets within this.</p> <p>Introduce an Incentive scheme for staff to convert home heating to green alternatives and support to convert to electrical vehicles</p> <p>Procure green energy for our operations.</p> <p>Have a modern and effective energy performance certificate process in place.</p> <p>Install solar panels on our properties.</p> <p>Introduced new green alternative heating systems for our customers.</p>

APPENDIX 3: Key Performance Indicator Data set 2022/23

Ref.	Description	Target 2022/23
BH1	The percentage of all tenants satisfied with the overall service provided.	89%
BH2	Thinking about the building you live in how satisfied are you that your landlord provides a home that is safe and secure.	86%
BH3	The percentage of tenants who feel that their views are listened to and acted upon (STAR survey question).	78%
BH4	The percentage of tenants satisfied with the repairs and maintenance service.	82%
BH5	Priority 1 Repairs– 24 hours percentage completed on time.	99.50%
BH6	The proportion of local authority dwellings which are decent dwellings at the start of the financial year.	100%
BH7	Average length of time taken to complete non-emergency reactive repairs (new PRIP KPI 11).	9 working days
BH8	Percentage of appointments kept (new PRIP KPI 1).	99.10%
BH9	Average time to re-let local authority housing (calendar days).	25 days
	% of HRA debt lost due to voids	1.05%
BH10	Rent collected by the local authority as a proportion of rents owed on HRA dwellings.	97%
BH11	We will employ as a minimum 3% of our workforce as apprentices.	3%
BH12	To spend at least 75% of funds locally supporting the Barnsley economy (with locally based businesses, traders and suppliers).	72%
BH13	Health and safety compliance.	100%
BH14	Average SAP ratings across stock. Percentage of Properties with an EPC C or above.	TBD from baseline
BH15	Mgt Fee Efficiency target as part of annual VFM report.	1% annual reduction

APPENDIX 4: Plan on a page





www.berneslaihomes.co.uk

Berneslai Homes Limited is a company controlled by Barnsley Metropolitan Borough Council. A company limited by guarantee, registered in England and Wales, number 4548803. Registered office: 10th floor, Gateway Plaza, Off Sackville Street, BARNSLEY, South Yorkshire S70 2RD.

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