

Berneslai Homes Board 8th December 2022

Public Agenda

- | | |
|--|----------------|
| 1.0 Apologies | 15:00 |
| 2.0 Declarations of Interest | 15:00 |
| 3.0 CEO Presentation
<i>For Information</i> | 15:00 |
| AGa | |
|  <i>CEO presentation Dec 2022.pdf</i> | <i>Page 1</i> |
| 4.0 Quarterly Risk Update
<i>For Approval</i> | 15:00 |
| SR | |
|  <i>Final Quarterly Risk Update.pdf</i> | <i>Page 6</i> |
| 5.0 Strategic Plan and Annual Business Action Plan
2023/24
<i>For Approval</i> | 15:00 |
| SR | |
|  <i>Strategic Plan Board report.pdf</i> | <i>Page 14</i> |
| 6.0 Q2 Performance Report
<i>For Information</i> | 15:00 |
| Presented by DF | |
|  <i>Final Q2 Performance Report.pdf</i> | <i>Page 52</i> |

Minutes/actions from previous meeting held 29th September 2022

CONFIDENTIAL AGENDA **15:00**

- | | |
|---|--------------|
| 1.0 Repairs First Update
<i>For Information</i> | 15:00 |
| KS | |

	<ul style="list-style-type: none"> 📄 <i>Repairs First presentation.pdf</i> 	<i>Not included</i>
2.0	BH Financial Performance	15:00
	<i>For Decision</i>	
	<ul style="list-style-type: none"> 📄 <i>BH Financial Performance Board Report.pdf</i> 	<i>Not included</i>
3.0	Berneslai Homes Proposed Budget and HRA Proposed Budgets 2023/24	15:00
	<i>For Decision</i>	
	<ul style="list-style-type: none"> 📄 <i>BH Proposed Budget and HRA Budget Board Report.pdf</i> 	<i>Not included</i>
	<ul style="list-style-type: none"> 📄 <i>Board 2023-24 Budget Briefing presentation.pdf</i> 	<i>Not included</i>
4.0	Repairs, Maintenance and Investment Update Report	15:00
	<i>For Information</i>	
	LW presenting	
	<ul style="list-style-type: none"> 📄 <i>Repairs Maintenance Investment Update Board Report.pdf</i> 	<i>Not included</i>
	<ul style="list-style-type: none"> 📄 <i>BH Repairs Maintenance Board Presentation.pdf</i> 	<i>Not included</i>
5.0	Damp/Mould Report	15:00
	<i>For Decision</i>	
	AGa	
	<ul style="list-style-type: none"> 📄 <i>Damp and Mould Board report.pdf</i> 	<i>Not included</i>
	<ul style="list-style-type: none"> 📄 <i>Damp and Mould Presentation.pdf</i> 	<i>Not included</i>
6.0	BHS Standard Programme 2023/24	15:00
	<i>For Approval</i>	
	John Dowle presenting	
	<ul style="list-style-type: none"> 📄 <i>Final BHS Address List 2023 2024.pdf</i> 	<i>Not included</i>
7.0	Board/Committee Minutes/Debriefs	15:00
7.1	Minutes/Actions from Previous Board Meeting 29/9/2022	15:00
	<i>For Approval</i>	
	<ul style="list-style-type: none"> 📄 <i>Board Minutes 29th September 2022.pdf</i> 	<i>Not included</i>

	<i>Board actions 20220929.pdf</i>	<i>Not included</i>
7.2	Remuneration Committee Minutes 8/11/2022	15:00
	<i>For Approval</i>	
	<i>Final Remuneration Committee Mins 20221108.pdf</i>	<i>Not included</i>
	<i>Restructure Board report.pdf</i>	<i>Not included</i>
7.3	Draft Audit & Risk Committee Draft Minutes /Debrief 20/10/22	15:00
	<i>For Information</i>	
	AH	
	<i>Draft Audit Committee Minutes 20221020.pdf</i>	<i>Not included</i>
	<i>Audit Committee Debrief Oct 2022.pdf</i>	<i>Not included</i>
7.4	Audit & Risk Committee Minutes 15/9/22	15:00
	<i>For Information</i>	
	Debrief provided at Board meeting held on 29/9/2022 by GE	
	<i>Audit and Risk Committee Minutes 20220915 Final.pdf</i>	<i>Not included</i>
7.5	Draft Customer Services Committee Draft Minutes/Debrief 17/11/22	15:00
	<i>For Information</i>	
	MH	
	<i>Committee De Brief 17 November 2022.pdf</i>	<i>Not included</i>
	<i>Final Draft Customer Services Committee Minutes 20221117.pdf</i>	<i>Not included</i>
8.0	Risk Considerations	15:00
9.0	Date of Next Meeting 23/2/23 (face to face)	15:00

AUTUMN STATEMENT

17 NOVEMBER



MORE MONEY IN YOUR POCKET

Visit barnsley.gov.uk/more-money-in-your-pocket for more on the support available for the rising cost of living





SOCIAL HOUSING RENT INCREASES TO BE CAPPED BELOW INFLATION

Rent increases will be limited to 7% in the social rented sector in 2023-24.



#AutumnStatement

CEO UPDATE

DECEMBER 2022



Keep warm and well this winter




Disrepair Claim.co.uk



Spot the signs
Try our tips
Act fast
Report it



AUTUMN STATEMENT

**AUTUMN
STATEMENT**

17 NOVEMBER

2

- RENT CAP AT 7%
- DECISION OF BMBC RENT LEVELS FOR 2023/24
- IMPLICATIONS FOR BORROWING AND ZERO CARBON (EPC C BY 2030)
- BENEFITS UPLIFTED BY 10.1%
- £6 BILLION FOR ENERGY EFFICIENCY MEASURES - 2025-2028
- ENERGY CAP GUARANTEE – FURTHER 12 MONTHS AT £3K
- DEPARTMENTAL BUDGETS RISING BY 1% - REAL TERM CUTS.....

SUPPORT FOR TENANTS

- HARDSHIP FUND OF £265k – ACCESS VIA TENANTS FIRST TEAM
- ADVICE AND SUPPORT
- TRAINING FOR STAFF & BUSINESS CARDS FOR CRAFT STAFF (QR CODES)
- SLEEP POVERTY CHARITY JOINT WORK
- WARM HUBS UP AND RUNNING



DAMP & MOULD



Tweets Tweets & replies Media Likes

Landlord admits it made assumptions about family in...
 Rochdale Boroughwide Housing says 'we got that wrong' after two-year-old killed...

[Read on The Guardian](#)

9 219 397

KWAJO- Social Housing @K... · 14h · ...
 Typical of a Housing Provider. At first in denial and on the defensive asking their CEO to remain in post. Receives major backlash as a result and now withdraws it all and pretends to be reformed by admitting the truth and taking partial accountability.

2 12 85

Housing
Ombudsman Service

**Spotlight on:
Damp and mould**

It's not lifestyle

October 2021

berneslai homes The Tenant Voice

**Tenant Voice
Scrutiny Panel Report**

**Damp and Mould investigation
through a customer's eyes
June 22**

**Spot the signs
Try our tips
Act fast
Report it**

berneslai homes



Creating great homes and communities
with the people of Barnsley

Report Title	Quarterly Risk Update	Confidential	No
Report Author	Executive Director of Corporate Services	Report Status	For Approval
Report To	Board	Officer Contact Details	Sam Roebuck, Head of Governance and Strategy samantharoebuck@berneslaihomes.co.uk Claire Denson, Risk & Governance Manager clairedenson@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 To receive the quarterly update on the Berneslai Homes' risk framework.</p> <p>1.2 This report focuses on the Strategic Issues and Concerns Register, but the Committee are also asked to note the Operational and Fraud issues and concerns registers risk system.</p> <p>1.3 On 20th September, EMT and Audit Committee members undertook a zero-based review of the Strategic risks. This was brain-storming session of what we consider to be the current priority strategic risks (issues and concerns) that are impacting our delivery of the strategic plan and our workforce, both internally and externally. A full assessment of the new 17 agreed risks has been provided at Appendix A.</p> <p>To summarise Appendix A:</p> <p>1.3.1 New risks include (many of these were previously integrated into other risks):</p> <ul style="list-style-type: none"> • The zero-carbon agenda is not sufficiently funded or skilled • Increase in staff mental ill health and wellbeing • The cost-of-living crisis is negatively impacting tenant behaviour • Business continuity • Failure to meet increasing and changing regulatory requirements • Data quality – do we have the right data to make informed decisions • Reduction in customer satisfaction • That we don't take the opportunities that are out there to increase funding for services • We may need to pull back our resources dedicated to partnership working as we are overstretched • Reduced opportunities for lobbying as the ALMO sector gets smaller. <p>1.3.2 An additional risk was added by EMT regarding damp, mould and condensation, which has become a priority risk for all landlords, particularly due to tenants being unable to afford to heat their homes</p>
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	<p>due to the cost-of-living crisis. A letter by Michael Gove warns of the consequences of not taking responsibility and treating damp and mould seriously.</p> <p>1.3.3 We have removed the following:</p> <ul style="list-style-type: none"> • We don't retain knowledge within the board due to ineffective succession and recruitment planning in line with the 6-year terms of office (NHF) – not a priority risk as succession and recruitment planning is effective. • Volume and extent of data we collect and how we retain it – whilst this is a risk to BH, it is being monitored as an operational risk within Corporate Services • PRIP Contract - Ability of Construction Services to deliver the PRIP contract – whilst this is a risk to BH, it is being monitored as an operational risk within Construction Services <p>1.4 Audit Committee have reviewed the risks, and have recommended that they be approved by Board. Due to the current volatile political situation, Committee have requested that they be kept informed between meetings of any changes on significant risk issues, for example the rent cap.</p> <p>1.5 The Annual Governance Statement Action Plan will continue to be monitored by the Governance Team with progress updates available to view in Decision Time Resources.</p>
<p>2. Recommendations</p>	<p>It is recommended that:</p> <ol style="list-style-type: none"> i. Board review and comment on the quarterly Risk Update. ii. Board review and comment on the results of the Zero-based risk review. iii. Board members are asked whether they would like to attend a risk register system demo session.

3. Background

3.1 This report provides a quarterly update on risk management performance including Berneslai Homes' strategic and operational issues and concerns.

4. Current Position /Issues for Consideration

4.1 Strategic Issues and Concerns

4.1.1 This report focuses on the Strategic Issues and Concerns Register, but Board are also asked to review and comment on the operational issues and concerns registers [linked via SharePoint](#).

4.1.2 The front page of the Strategic Register contains the headline details of each issue and concern to ensure they:

- i) Are visibly linked to the current RSH Risk Profile. All issues and concerns have been cross-referenced to the RSH's latest Sector Risk Profile, to

ensure all risks in the report which are relevant to Berneslai Homes have been captured.

- ii) Are visibly linked to the Governance Domains (High level strategic risk areas).
- iii) Follow the evolving level of concern, identifying where we are less, more or same concerned about a particular issue or concern since the previous review.

4.1.3 On 20th September, EMT and Audit Committee members undertook a zero-based review of the Strategic risks. This was brain-storming session of what we consider to be the current priority strategic risks (issues and concerns) that are impacting our delivery of the strategic plan and our workforce. The new and revised risks were uploaded onto the risk system, with 1 2 1s undertaken with Heads of Services and EMT to ensure they are fully populated with agreed risk scoring and mitigations. A summary of the new 17 agreed risks has been provided at **Appendix A**.

4.1.4 Each Operational risk register is also undergoing a zero-based review. This is a work-in-progress and available to view on the [risk system](#).

4.1.5 Due to the zero-based reviews and the resulting new set of risks, a deep dive has not been undertaken. It has been agreed that the focus of the next deep dive by Audit Committee will be cyber security, which will be presented to the 24th January Audit Committee. This deep dive has been aligned to the sector risk profile which highlights Data Security as a key Sector risk: “The National Cyber Security Centre has emphasised UK organisations should prepare for an extended period of heightened threat following Russia’s invasion of Ukraine. In recent months, there have been a number of providers reporting data security issues, resulting in disruption to systems and key service delivery”.

4.1.6 A full self-assessment against the new 2022 RSH Sector Risk profile will be presented to Audit Committee in January and Board in February 2022.

4.2 Risk Management Framework Update

4.2.1 The Annual Governance Statement Action Plan will continue to be monitored by the Governance Team with progress updates available to view in Decision Time Resources.

4.2.2 The latest live Fraud Issues and Concerns register is available to view on the [risk system on SharePoint](#) – filter ‘Fraud’ Risks.

5. Customer Voice/Impact

- 5.1 The aim of the review of risks is to scrutinise the internal risk management system and therefore customer views are not sought for this report. A number of risks and mitigations arising from reviewing our risks seek to enhance the customer voice.

6. Risk and Risk Appetite

- 6.1 There is a risk that the Board, Audit and Risk Committee and management do not appreciate Berneslai Homes' key vulnerabilities and take appropriate action to manage them. The Risk Management Framework ensures that effective mechanisms are in place for the management of risk.

- 6.2 Therefore, where required these controls are monitored via such as:

- the Strategic and operational risk register reviews
- as part of the Annual Governance Statement.
- Specific reporting to board, such as financial reports, compliance reports etc
- Performance monitoring

- 6.3 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.

7. Strategic Alignment

- 7.1 The report aligns to the requirements from BMBC (Barnsley Metropolitan Borough Council) for the effective governance of Berneslai Homes. Good risk management links to the successful achievement of all our ambitions:

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

8. Data Privacy

- 8.1 There are no data privacy implications arising from this report. No personal data has been processed and no DPIA (Data Protection Impact Assessments) is required.

9. Consumer Regulatory Standards

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

- Governance and Financial Viability Standard - Good Governance ensures the organisation always act in the best interests of the business. This ensures improvement of performance, unlocks new opportunities, and reduces risk.

10. Other Statutory/Regulatory Compliance

10.1 To provide Board with assurance around our risk management arrangements.

11. Financial

11.1 There are no financial implications arising directly from this report.

12. Human Resources and Equality, Diversity and Inclusion

12.1 Human Resources Policies and Procedures, including Equality, Diversity and Inclusion are key internal controls and seek to mitigate any associated risks.

13. Sustainability Implications

13.1 No specific zero carbon implications from this report

14. Associated Background Papers on Decision Time

14.1 Live Strategic, Operational, Project and Fraud Issues and Concerns registers – [risk system on SharePoint](#)

14.2 Annual Governance Statement action plan progress update – [Performance Monitoring Section](#)

14.3 RSH Sector Risk Profile 2022 – [Governance Handbook section](#)

15. Appendices

15.1 Appendix A – Zero-based risk review assessment.

1) Risk: The HRA does not cover service requirements – current risk (Incorporating ‘Reduction in income to HRA leading to reduction in management fee and/or service provision’ and ‘Insufficient funds in HRA and longer-term financial plan’ and ‘Financial overspend on Repairs and Maintenance budgets’ and ‘Increasing number of tenants on Universal Credit’ and ‘Failure to deliver the priorities within the Strategic Plan’)

Description:

- Rent caps, inflation, CPI, use of reserves, management fee
- Tenant financial hardship
- Insufficient resources to support vulnerable customers
- Pensions – impact on balance sheet
- Reduction in funding for repairs and investment in stock – PRIP - impact on CS profit – reputation
- Impact on Strategic plan - resources to deliver the priorities - reputation with BMBC

Cause:

- Insufficient funds in HRA and longer-term financial plan due to economic climate putting increased pressure on budgets and reducing stock numbers reducing income base.
- There was a financial overspend on Repairs and Maintenance budgets for 21-22.
- Increasing number of tenants on Universal Credit reducing rental income

2) Risk: The zero-carbon agenda is not sufficiently funded or skilled – new risk (previously was integrated into a broader risk of ‘Failure to deliver the priorities within the Strategic Plan’)

Description:

- Questions around the sustainability of some estates – types of homes / energy efficiency
- Difficult to maximise funding opportunities – essential partnership working with BMBC
- Requires upskilling of staff – technical skills are more expensive
- Change in behaviour required of staff and tenants

Cause:

- Strategic priority in line with local and national government

3) Risk: Increase in staff mental ill health and wellbeing – new risk (previously was integrated with risk of ‘personal safety of staff’)

Description:

- Service restructures, increased service demands, more difficult and complex cases to manage.
- Staff wellbeing is increasing sickness absence.
- Cost of living is bringing staff back into the office and putting strain on the agile working model.
- Impact of agile working on staff and services – quality assurance (management controls)

Cause:

- The economic climate is impacting on staff wellbeing as a result of circumstances at home and also increased demands on staff due to the impact on BH services.

4) Risk: The cost-of-living crisis is negatively impacting tenant behaviour – new risk (previously mentioned in risk of ‘insufficient resources to support vulnerable tenants and applicants’)

Description:

- Condition of homes – changing behaviours
- vulnerable tenants – changing behaviours
- Rent arrears, govt policy,
- Less tenant turnover – reduction in void levels
- Disrepair cases – legal costs – increasing
- Communal heating systems - affordability
- Unpredictability of tenant behaviour - increased violence and aggression towards staff, chaotic lifestyles
- Sustainability of estates – increased ASB, crime, DV

Opportunity:

- Tenants may want to move to smaller accommodation, which will release family-sized properties.

Action:

- New Lettings scheme – to reduce demand (reputational risk)

Cause:

- Cost of Living – reduced funding, more support needs

5) Risk: Struggling to recruit and keep the right people with the right skills – current risk (Reworded from ‘Struggling to recruit staff throughout the whole organisation’)

Description:

- Competing with other organisations with higher salaries for technical roles - therefore hard to source and hard to keep.
- Commitment to the professionalism agenda – learning organisation, productivity, reputation

Cause:

- Rising national salaries and national workforce shortages.
- Boom in Construction sector - record high vacancies in the sector - operatives leaving, agency staff paid better elsewhere (minimal CVs coming from agency). Lack of migrant workers.
- Increasing regulatory environment requires sought-after technical skills

6) Risk: Business continuity – new risk

Description:

- Are we prepared for industrial action / civil unrest, power cuts, services going down, another virus outbreak?
- Are we prepared for climate change – heat, fires, floods
- Impact on business, staff and tenants

Cause:

- Are we prepared for potential impact of disaster situations to operations?

7) Risk: Failure to meet increasing and changing regulatory requirements – New risk (amalgamated ‘Reputational concerns due to new Regulatory approaches by the Housing Ombudsman and the Regulator for Social Housing’ and ‘Failure to meet statutory requirements in respect of property/assets including Building Safety’ and ‘Upcoming regulations to mandate smoke and carbon monoxide alarms in social homes’)

Description:

- Statutory requirements in respect of property/assets including Building Safety, decent homes
- Reputational concerns due to new Regulatory approaches by the Housing Ombudsman and the Regulator for Social Housing - TSMs, neighbourhood agenda / investment in neighbourhoods
- We do not have the most effective software to do this.
- The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 come into force on 1 October 2022.

Cause:

- A change and strengthening in regulatory approach is being implemented nationally.

8) Risk: Inability to meet housing need due to loss of stock and ability to influence growth of homes for social rent – Current risk (Reworded from ‘Loss of stock through RTB & demolitions & ability to influence growth through new build & acquisition for social rent’)

Description:

- Concerned that we continue to lose stock as a result of RtB and demolitions.
- Resulting in the inability to meet housing need, particularly taking into consideration the number of applications for properties.

Cause:

- We are losing stock because of RtB and demolitions and we are reliant on BMBC building new homes for social rent.

9) Risk: Vulnerability of in-house and third-party systems to cyber attack – Current risk

Description:

- A vulnerability maybe exploited leading to cyber-attack of in-house and/or third-party systems impacting confidentiality, integrity or availability of data and information.
- This could lead to, amongst others, financial loss, fines, regulator intervention, inability to deliver services, reputational.
- As a public sector organisation, we are more at risk from the current situation with Russia and Ukraine and the increased cyber-attacks in general. No evidence of increased attacks currently.

Cause:

- Cyber-attacks are increasing in number, the organisation is becoming more agile, there is an increasing volume of data held on IT systems and the systems are becoming more complex.
- Legislation in place which means risk management is crucial.

10) Risk: Data quality – do we have the right data to make informed decisions – New risk

Description:

- Inability to develop our repairs IT systems to meet modern access approaches - online reporting, tracking, self-serve – delayed to April 2023. Includes Dynamic Scheduling system.
- Not meeting customer expectations - Poor reputation and satisfaction.

Cause:

- We do not currently have the systems in place.

11) Risk: The health and safety of tenants and staff – Current risk (amalgamated relevant parts of ‘personal safety off staff’ and ‘Failure to meet statutory requirements in respect of property/assets including Building Safety’)

Description:

- Statutory H&S requirements - Safe working practices to keep tenants and staff safe:
- Failure to implement policies and procedures and associated communications / training.
- Lone working / personal safety / violence and aggression

Cause:

- Failure to comply with H&S legislation could result in injury or death and associated business risks.

12) Risk: That we do not effectively embed a culture that acknowledges, promotes and celebrates the diverse talents and backgrounds of staff and tenants – Current risk (Reworded from ‘We fail to embed EDI effectively so that it becomes part of the company DNA’)

Description:

- We need to ensure that equality, diversity and inclusion is fully embedded and part of the DNA of Berneslai Homes.
- We need to ensure it is owned by all and that we recognise differences and take these into account to provide an effective and appropriate service to all our customers (internal and external).

Cause:

- Due to staffing resources, ED&I development lost it momentum. We therefore commissioned an external review by HDN to assess our position on ED&I, from which we received an accreditation.
- There are a number of developments to further improve and embed.

13) Risk: Reduction in customer satisfaction – New risk (Incorporating ‘Ability to meet statutory duties and tenant expectations as a result contact centre performance’ and ‘Customers unable to access repairs services online effectively’)

Description:

- Increasing demands from customers – they require increasing support
- Increasing regulatory demands
- Reduction in funding – more with less
- Contact Centre performance – we could miss significant issues
- Customers unable to access repairs services online effectively

Cause:

- Cost of living
- Planned repairs and reduced budgets
- Regulatory intervention

14) Risk: That we don’t take the opportunities that are out there to increase funding for services – New risk

Description:

- We must keep on top of all the opportunities out there to help fund such as the zero-carbon agenda and to upskill staff

Cause:

- Zero-carbon agenda

15) Risk: We may need to pull back our resources dedicated to partnership working as we are overstretched – New risk

Description:

- We have stretched our resources too thin

Cause:

- We have committed to a number of joint projects and are struggling to resource them

16) Risk: Reduced opportunities for lobbying as the ALMO sector gets smaller – new risk

Description:

- How do we maximise the wider role of the sector - how do we get the voice of the ALMO and the voice of the tenants heard?

Cause:

- The social housing sector is getting smaller

17) Risk: Ability to source the right materials and services in a timely manner and at the right price – Current risk (Reworded from ‘Ability to source material/products in a timely manner to ensure projects /work is not delayed (Brexit/COVID)’)

Description:

- Supply chain is suffering from delays and items are difficult to source
- Increased cost of materials
- Contractors not being local (Barnsley pound)
- Smaller company and expertise shrinking for ALMOs / housing orgs – trouble attracting subcontractors

Cause:

- Brexit / COVID / cost of Living

18) Risk: Mould, damp and condensation (New risk added after the zero based review)

Description:

- Are we keeping tenants safe by ensuring that damp, mould, and condensation are not a health risk to tenants?
- A letter by Michael Gove says that govt expect landlords to be undertaking assessments of:
 - damp and mould issues affecting our properties, including the prevalence of category 1 and 2 damp and mould hazards;
 - the action we have identified that may need to be taken in relation to damp and mould issues affecting our properties

Cause:

- Damp, mould and condensation have become a priority risk for all landlords, especially due to tenants being unable to afford to heat their homes due to the cost of living crisis.

- A letter by Michael Gove warns of the consequences of not taking responsibility and treating damp and mould seriously -

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1118876/SoS_letter_to_all_providers_of_social_housing.pdf

Removed risks:

- 1) We don't retain knowledge within the board due to ineffective succession and recruitment planning in line with the 6-year terms of office (NHF) – not a priority risk as succession and recruitment planning is effective.
- 2) Volume and extent of data we collect and how we retain it – whilst this is a risk to BH, it is being monitored as an operational risk within Corporate Services
- 3) PRIP Contract - Ability of Construction Services to deliver the PRIP contract – whilst this is a risk to BH, it is being monitored as an operational risk within Construction Services



Creating great homes and communities
with the people of Barnsley

Report Title	Berneslai Homes Strategic Plan and Annual Business Action Plan	Confidential	No
Report Author	Chief Executive	Report Status	For Approval
Report To	Board 8/9/2022	Officer Contact Details	Sam Roebuck samantharoebuck@berneslaihomes.co.uk

<h2>1. Executive Summary</h2>	<p>The Strategic Plan and Annual Business Action Plan have been subject to its annual review, as set out in the Services Agreement between BMBC and Berneslai Homes. The current Strategic Plan for the period 2021 to 2031 was approved by Board in December 21.</p> <p>The Strategic Plan was developed last year following extensive consultation. The Plan was refreshed to be clear, concise, and presented in a simple format. At its last review our ambitions and success measures over the next 10 years were identified. The Strategic Plan also saw the launch of our new values Customer First, Can Do and Curious. All our activities during 22/23 have been linked back to our Strategic Plan and our vision and values.</p> <p><u>Strategic Plan</u> Minor changes have been made to the introduction (page 3), and some minor wording changes. One of the success measures has also been amended to reflect discussions with EMT around evidencing our success. The success measure 20% reduction in working age tenants in receipt of benefits, has been updated to a measure of 20% increase in number of tenants not currently in work obtaining employment.</p> <p><u>Draft Annual Business Action Plan</u> The Draft Annual Business Action Plan is included within the Strategic Plan which details the key actions and areas of focus for that year, with associated budgets/costs, stretching KPI's, a breakdown of what the management fee will be spent on and updated staffing/governance arrangements. To avoid duplication the KPI's and the action plan have been removed from the appendices in the Strategic Plan as this all sits within</p>
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the Annual Business Action Plan which is part of the Strategic Plan.

Consultation

To ensure our new actions deliver to our 10-year ambitions, consultation has taken place with Board at Board Away Day, staff at Berneslai Homes, through leadership forum briefings and team meetings and a session has been held with customers at Gateway Plaza. The documents have also been shared with BMBC and amendments to the Plan will be agreed as part of the BMBC approval process.

Performance

Each year the quarter 4 performance report becomes the Berneslai Homes Annual performance report. This report will include our progress against the Strategic Plan Actions for 22/23 and will be presented to Board at the May 23 meeting. This will also be issued to BMBC as part of the requirements of the Services Agreement and the governance and monitoring arrangements in place.

The Draft new Business Action Plan for 23/34 is attached at Appendix B. The actions have been developed following the consultation sessions held over the last few months and will ensure that we continue to progress against achieving our Strategic Ambitions within the Plan.

Progress against the Plan is monitored monthly by SMT and quarterly by EMT and BMBC as part of the overall governance arrangements.

2. Recommendation/s

Board is requested to: -

- Approve the light touch review of the 10-year Strategic Plan;
- Approve the draft Annual Business Action Plan for the period 1st April 2023 to 31st March 2024 and delegate any minor amendments to the Plan and Annual Business Action Plan to the Chief Executive as the plans go through the approval process with BMBC;
- Note the performance report due to Board in May 23 will include performance against the actions agreed as part of last year's Annual Business Action Plan.

3. Background

- 3.1 The current Strategic Plan for the period 2021 to 2031 was approved by Board in December 21.
- 3.2 The Strategic Plan was approved by the Council formally in February 2022 and as part of the Services Agreement with the Council this is reviewed annually with a new Action Plan developed and agreed with BMBC each year.
- 3.2 The progress against the Strategic Plan is monitored by BMBC as part of the new governance arrangements and year 1 progress will be reported formally to BMBC at the end of quarter 4 22/23.
- 3.3 The Strategic Plan was subject to a full overhaul at its last review where our ambitions and success measures over the next 10 years were identified. The Strategic Plan also saw the launch of our new values Customer First, Can Do and Curious. All our activities are linked back to our Strategic Plan and our vision and values.

4. Current Position /Issues for Consideration

- 4.1 The current Strategic Plan has been subject to a light touch review 6 months into its first year. Minor changes have been made to the introduction (page 3), and some minor wording changes. One of the success measures has also been amended to reflect discussions around evidencing our success. The success measure 20% reduction in working age tenants in receipt of benefits has therefore been updated to a measure of 20% increase in number of tenants not currently in work obtaining employment.
- 4.2 The Annual Business Action Plan is included within the Strategic Plan which details the key actions and areas of focus for that year with associated budgets/costs, stretching KPI's, a breakdown of what the management fee will be spent on and updated staffing/governance arrangements. To avoid duplication the KPI's and the action plan have been removed as appendices in the Strategic Plan as this all sits within the Annual Business Action Plan.
- 4.3 In order to ensure our new actions deliver to our 10-year ambitions, consultation has taken place with Board at Board Away Day, staff at Berneslai Homes, through leadership forum briefings and team meetings and a session has been held with customers at Gateway Plaza. The documents have also been shared with BMBC and comments/amendments to the Plan will be agreed as part of the BMBC approval process.
- 4.4 Each year the quarter 4 performance report becomes the Berneslai Homes Annual performance report. This report will include our progress against the Strategic Plan Actions and will be presented to Board at the May 2023 meeting. The report will also be issued to BMBC as part of the requirements of the Services Agreement and the governance and monitoring arrangements in place.

- 4.5 The new actions in the Annual Business Action Plan reflect the priorities identified by Board, staff, our customers and BMBC to ensure we continue to deliver to our ambitions Hearing customers, Keeping Customers Safe, Technology and Innovation, zero carbon, Improving Opportunities for Employment and Training and growth of homes and services. These are all aligned to the BMBC Corporate Plan and 2030 vision.
- 4.6 The KPI's are set by the Council and a new KPI suite is under development which will ensure that the landlord (BMBC) can meet its requirements to report against performance, and submit returns, in line with the Regulators requirements.
- 4.7 The Annual Business Action Plan includes a draft suite of KPI's for 2023/24 and further discussion will take place with BH and BMBC to finalise these over the next three months.

5. Customer Voice/Impact

The Strategic Plan and Annual Business Action Plan were developed following consultations with our stakeholders and customers. A consultation session was held in October 23 with customers. This session included a discussion around the ambitions, an update on progress and a discussion on the priorities for 23/24. The customers felt that hearing our customers and the Board hearing their voice in governance arrangements were particularly important. Their feedback will help in planning how we can improve on these over the 23/24 period.

6. Risk and Risk Appetite

The Strategic Plan and our ambitions and actions within that is cross cutting across all our Strategic Risks.

- 6.1 Financial The issue of zero carbon and retrofitting of homes will have a significant financial impact on the HRA. External funding will need to be maximised to achieve these targets. Risk Appetite – Balanced
- 6.2. Regulation and Compliance We need to provide assurance to tenants, Board, and the Council that we meet all necessary consumer and regulatory standards. Risk Appetite – Averse. We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues.
- 6.3 Operations the operational focus and resources have been increased to assist in the delivery of the priorities in the plan; however, there are still some unknowns.
- 6.4 Reputational Berneslai Homes has a key role to play in improving lives across the borough and delivering excellent services.

7. Strategic Alignment

The Strategic Plan and Business Action Plan set out Berneslai Homes Strategic Ambitions and align closely with BMBC Corporate Plan and 2030 vision.

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

8. Data Privacy

This does not involve the processing of personal data..

9. Consumer Regulatory Standards

This report relates to the following elements of the Regulatory Standard. Our Strategic Plan and Annual Business Action Plan sets out how the work that Berneslai Homes do supports our achievement of the standards.

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

10. Other Statutory/Regulatory Compliance

The actions within the Strategic Plan ensure that our activities are aligned to ensure compliance across all regulatory and statutory standards.

11. Financial

The plan includes improvements in technology and processes that will ensure Berneslai Homes delivers efficiencies as part of the 10-year ambitions.

12. Human Resources and Equality. Diversity and Inclusion

To assist in the delivery of the new plan, a restructure has been undertaken across the organisation to meet future requirements of the plan. The plan has a strong emphasis on equality, inclusion, and diversity. Underpinning the Strategic Plan is our Equality, Diversity and Inclusion strategy.

13. Sustainability Implications

Zero carbon is one of the objectives of the Strategic Plan and includes the actions that we will take to assist in achieving the zero carbon targets as a company. A key focus for the Business Plan for 2023/24 is to ensure that there is robust data to inform retrofit plans and to ensure that the Council and Berneslai Homes are best placed to access funding opportunities for insulation and renewable technologies, as they arise.

14. Associated Background Papers

Strategic Plan – Approved December 21

15. Appendices

Appendix A Strategic Plan
Appendix B Annual Business Action Plan

Appendix A



Strategic Plan 2021-31
 Roots in the past, eyes on the future.

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Welcome to our Strategic Plan 2021-31

Berneslai Homes, like others in our Sector, has seen continued challenge in delivering services to thousands of customers during a global pandemic. Despite these challenges, we have continued to deliver high quality housing and responsive maintenance services, supporting tenants into work, and transitioned the business through pandemic to endemic.

We move into year two of a 10-year contract with Barnsley Metropolitan Borough Council, providing housing management and maintenance services across the council housing stock. The council is a crucial partner for Berneslai and by building on this successful relationship we can drive improvements in the delivery of housing services. This partnership will ensure 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.

The cost-of-living crisis is putting a great strain on tenants and staff and we are working in partnership with the council and a number of Barnsley services to providing support around housing, utility bills, food, budgeting, services to help with mental health, and improving skills.

We plan to implement significant improvements to strengthen assurance around building and fire safety. This is a key area for us as we improve compliance in this area to ensure we can meet the requirements of the Building Safety Act and keep our tenants safe. As we move into this new regulatory era, we are strengthening our partnership with tenants, supporting our Tenants and Resident Associations in their communities, involving tenants openly in our governance and assurance arrangements, co-designing services, and supporting tenants as they test and inspect our service.

In developing our Strategic Plan, we consulted extensively with customers, colleagues, and our shareholder Barnsley MBC. We are pleased that our ambitions are supported by key stakeholders and will help us provide thriving, vibrant and diverse communities for our residents. It is only with the commitment of our colleagues and partners and by working together that we can achieve our ambitions.

A. J. Garrard *Sinéad Butters*

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 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 **The Social Housing Regulation Bill** 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 Act** 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 all the elements of the act.



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% increase in number of tenants not currently in work obtaining employment.



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: 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 2: Plan on a page

Creating great homes and communities with the people of Barnsley

Our Vision

Our Priorities

Our Values

Excellent customer services	Sustainable communities	Partnership working	Successful well-managed company
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Customer first

Can do attitude

Curious

Our Mission

Our Ambitions

GREAT PEOPLE	GREAT PLACE	GREAT COMPANY
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Hearing customers
 Codesign our services with tenants.
 Ensure all our service reviews and strategies have strong tenant input.
 Ensure customer feedback is used to continuously improve services.
 Offer a broad range of engagement and feedback opportunities that ensures we hear from 50% tenants annually.

Keeping tenants safe
 Have completed all major compliance type works e.g., sprinkler installs, fire compartmentation.
 Have fitted carbon monoxide and smoke detectors in all our homes.
 Fit all homes with smart monitoring devices to allow for proactive maintenance .
 Tenants will feel safe in their homes and neighbourhoods without the stress, fear, and tensions that anti-social behaviour, crime and nuisance can cause.

Employment and training
 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.
 Secure ongoing funding to continue and expand our 'Achieve' Programme supporting tenants into employment and higher paid employment.

Zero carbon
 Replace all Construction Services fleet to EV by 2030.
 Have trained staff delivering on zero carbon measures throughout the borough.
 Align with Barnsley 2019-2033 Active Travel Strategy and the targets within this.

Technology and innovation
 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.

Growth of homes and services
 Have a stable stock at 18,264 due to Council build and acquisitions programme.
 Develop homes and services needed in the borough e.g. provision for older people.
 Offer a trusted adaptation and repairs service to private owners.

Key Strategies that underpin our Strategic Plan

<ul style="list-style-type: none"> • Customer First Strategy • Equality and inclusion Strategy 	<ul style="list-style-type: none"> • People Strategy • Sustainability Strategy • Employment and Training Plan 	<ul style="list-style-type: none"> • Innovation and Technology Strategy 	<ul style="list-style-type: none"> • Asset Management Strategy • Growth Strategy
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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, BARNSELY, South Yorkshire S70 2RD.

November 2021

APPENDIX B: Berneslai Homes Annual Business Action Plan

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Overview

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

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 Arm's 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.

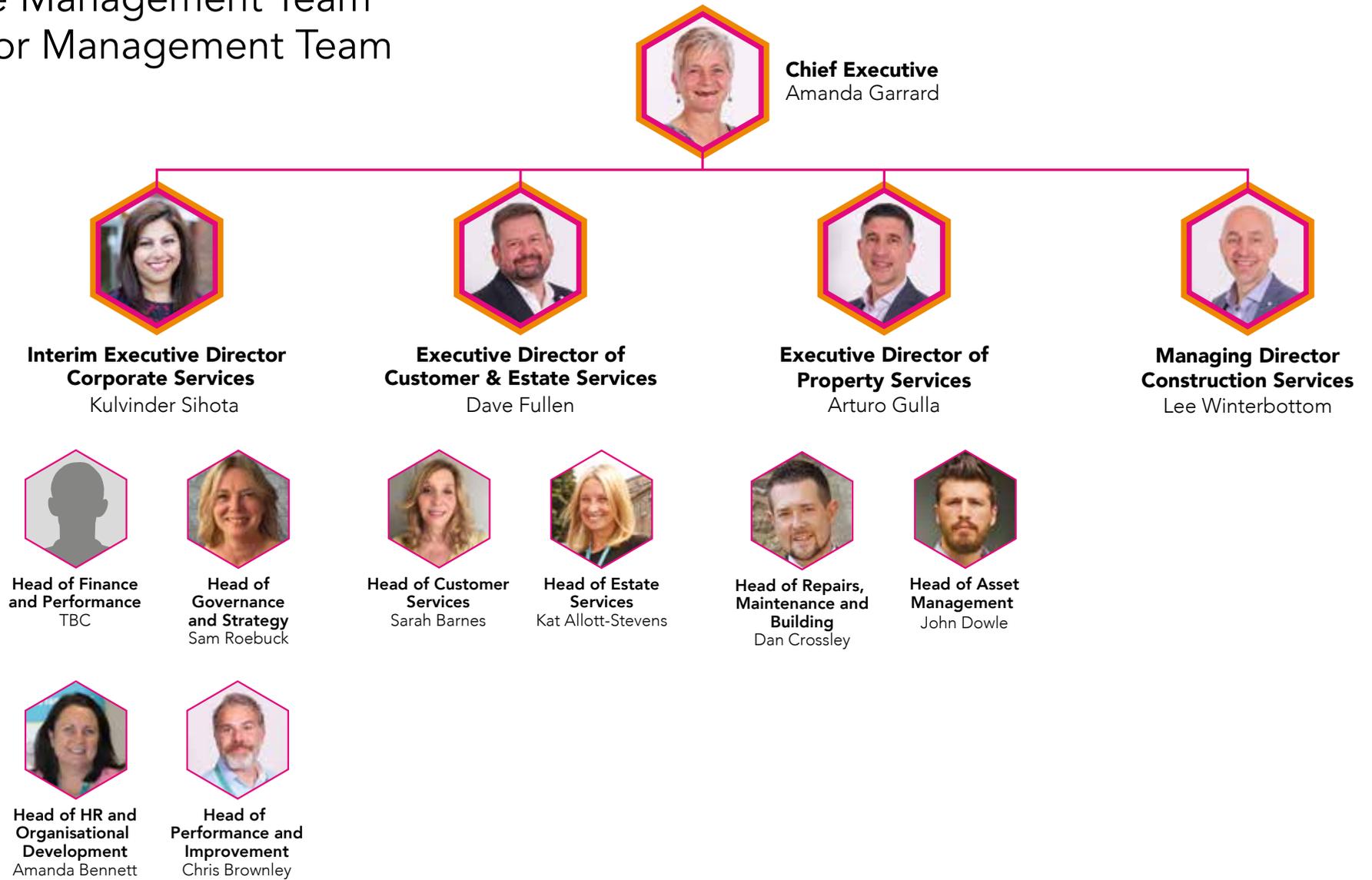


Board and Committee Structure



APPENDIX A: Berneslai Homes Annual Business Action Plan

Executive Management Team and Senior Management Team



APPENDIX A: Berneslai Homes Annual Business Action Plan

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Berneslai Homes Key priorities
and focus 2023/2024

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources
Corporate Priorities					
Healthy Barnsley	Ensure we have resources to deliver our strategic plan and provide value for money.		<ul style="list-style-type: none"> Implement restructure across organisation. Review of Admin teams, PMO's and IT. Review success of restructure. 	<p>April 23</p> <p>July 23</p> <p>March 24</p>	Executive Management Team.
Healthy Barnsley	Cost of living – minimising hardship for staff and tenants.	Hearing Tenants	<ul style="list-style-type: none"> Deliver BH Hardship Fund and evaluate impact. 	December 23	Executive Management Team.
Growing Barnsley	Maximising Income.	Growth	<ul style="list-style-type: none"> Working in partnership with BMBC looking at Service Charges. De-pooling of rents. Maximising income for Construction Services. 	Throughout 23/24	Executive Management Team.

APPENDIX A: Berneslai Homes Annual Business Action Plan

Barnsley 2030 objective	Priority	BH Ambition	Key Milestones	Date	BH Lead and additional resources
Healthy Barnsley	Customers voices are heard in our Governance arrangements.	Hearing Tenants	<ul style="list-style-type: none"> Develop overall approach for Board to hear the tenants voice – using best practice. 	October 23	Executive Director Corporate Services.
			<ul style="list-style-type: none"> Ensure Board have ownership of the trends from complaints and learn from customer journey mapping. 	April 23	Customer Services Committee Champion.
			<ul style="list-style-type: none"> Board use opportunities to meet and discuss services with tenants. 	October 23	
			<ul style="list-style-type: none"> Board set the culture and develop culture changes for all staff. 	October 23	
Healthy Barnsley	Modernisation of Services.	Technology and Innovation	<ul style="list-style-type: none"> Deliver Repairs IT project including Dynamic Resource scheduling. 	Phase 1 April 23 Phase 2 July/ August 23	Executive Director of Corporate Services and One Consulting.
Healthy Barnsley	Respond to new consumer regulatory standards and framework.	Hearing Tenants	<ul style="list-style-type: none"> To be determined following issuing of new standards by the Regulator of Social Housing. Ensure we can report on the new standards to BMBC to enable them to fulfil their landlord responsibilities. 	Phase 1 April 23 Phase 2 April 23 April 23	Executive Director Customer and Estate Services.

APPENDIX A: Berneslai Homes Annual Business Action Plan

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Barnsley 2030 objective	Priority	BH Ambition	Key Milestones	Date	BH Lead and additional resources
Healthy Barnsley	Improve Customer Satisfaction.	Hearing Tenants	<ul style="list-style-type: none"> Learn from new call handling in-time feedback. 	Sept '23	Executive Director Customer and Estate Services.
			<ul style="list-style-type: none"> Implement new Housing Management Service Model and improvement plan with focus on professionalisation agenda. 	April '23	
Healthy Barnsley	Increase and broaden customer engagement and feedback	Hearing Tenants	<ul style="list-style-type: none"> Develop Customer Portal. 	23/24	Executive Director Customer and Estate Services.
			<ul style="list-style-type: none"> Establish tenant Estate Champions as 'eyes and ears' in community. 	June '23	
			<ul style="list-style-type: none"> Establish targeted local engagement plans. 	Dec '23	
Growing Barnsley	Implement and embed new lettings Policy.	Growth	<ul style="list-style-type: none"> Implement New Lettings Policy. 	April '23	Executive Director Customer and Estate Services.
			<ul style="list-style-type: none"> Establish 1st Annual Lettings Plan. 	April '23	
			<ul style="list-style-type: none"> Undertake VFM review of BH approach to use of hotels as Temporary Accommodation. 	May '23	
			<ul style="list-style-type: none"> Front-door market-place approach to new Lettings Policy. 	August '23	

APPENDIX A: Berneslai Homes Annual Business Action Plan

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Barnsley 2030 objective	Priority	BH Ambition	Key Milestones	Date	BH Lead and additional resources
Learning Barnsley	200 tenants per annum supported to get ready for work.	Employment & Training	<ul style="list-style-type: none"> Delivery of ESF funded 'Achieve' targets and generating additional profit. 	April to Dec '23	Executive Director Customer and Estate Services.
Healthy Barnsley	Meeting Building safety requirement and keeping safety as our number one priority.	Keeping Tenants Safe	<ul style="list-style-type: none"> C365 software to be in place. Comply with the Building Safety Act on the production and compilation of Safety cases. Comply with new Fire Safety Act and ensure actions from this are implemented during 23/24 to endure compliance. 	April 23 Throughout 23/24 March 24	Executive Director Property Services.
Growing Barnsley	Meeting future requirements of social housing in Barnsley and exploring opportunities externally.	Growth	<ul style="list-style-type: none"> Work with the council on the future of council housing - new build and acquisition during 2023/24. 	During 23/24	Executive Director Property Services.
Healthy Barnsley	Data Quality - ensuring we have up to date and accurate data including our stock conditions, health and safety including damp and mould and tenants vulnerability.	Keeping Tenants Safe	<ul style="list-style-type: none"> Review of current data held. Action Plan to collect data, to ensure accurate and up to date. Collecting appropriate data to increase the accuracy of data held. Arrangements in place to ensure this continues to be accurate and up to date. 	April 23 May 23 Throughout 2023	Executive Management Team Lead

APPENDIX A: Berneslai Homes Annual Business Action Plan

Barnsley 2030 objective	Priority	BH Ambition	Key Milestones	Date	BH Lead and additional resources
Sustainable Barnsley	Installation of renewable technology, carbon reduction initiatives across the stock and business.	Zero carbon	<ul style="list-style-type: none"> Deliver 1000 solar PV working with BMBC and Energise Barnsley. Use SHDF for fabric first improvements. Develop plan for EPC C by 2030. Reskill sessions for existing staff for retrofit opportunities. 	January 2024 March 2024 March 2024 March 2024	Executive Director Property Services.
Sustainable Barnsley	Supporting Barnsley and the wider economy and supporting the move to zero carbon.	Zero carbon	<ul style="list-style-type: none"> Develop Fleet vehicle EV Plan. Construction Services successfully accredited to PAS 2030. 	April 2023 July 2023	Managing Director Construction Services.
Healthy Barnsley	Modernisation of Construction Services.	Technology and Innovation	<ul style="list-style-type: none"> Embedding of Dynamic Resource Scheduling system to improve efficiencies within Construction Services. New Business Plan for Construction Services to ensure continuous improvement and the development of proposals from this. 	September 2023 Plan by April 23 – development throughout 2023/24	Managing Director Construction Services. Managing Director Construction Services and External specialist input into plan.

APPENDIX A: Berneslai Homes Annual Business Action Plan

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Barnsley 2030 objective	Priority	BH Ambition	Key Milestones	Date	BH Lead and additional resources
Growing Barnsley	Growth of Construction Services.	Growth	<ul style="list-style-type: none"> Construction Services to provide maintenance of PV systems on behalf of Energise Barnsley. 	March 24	Managing Director Construction Services.
Healthy Barnsley	Supporting Barnsley voluntary organisations.	Hearing customers	<ul style="list-style-type: none"> Achieving the Social Value targets in PRIP to spend locally and provide training and employment opportunities. 	Throughout 23/24	Managing Director Construction Services.
Healthy Barnsley	Enforcing a proactive approach to damp and mould.	Keeping Tenants Safe	<ul style="list-style-type: none"> Policy Review – Write & Implement a new Policy. Systems (NEC) – Implementation. Comms – New Website Launch / review letters & leaflets / Social Media Campaign. Approach – Move from reactive to proactive. Delivery – Utilise external specialists. Training – Tenants / Front Line Staff / Specialist MSI. 	April 2023 April 2023 March 2023 March 2023 April 2023 April 2023	Executive Director Property Services.

APPENDIX A: Berneslai Homes Annual Business Action Plan

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 2023
Asset Management Strategy 2021 - 2026	2026
Communication Strategy 2022 - 2025	2025
EDI Strategy 2021 - 2025	2025
Innovation and Technology Strategy 2022 - 2024	2023
People Strategy 2021 - 2024	2021 to 2024
Sustainability Strategy 2022 - 2027	September 2023

APPENDIX A: Berneslai Homes Annual Business Action Plan

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Finance and our budgets 2023/2024

<u>Income</u>			
Management Fee		-15,517	
<u>Expenditure</u>			
Caravan Site		94	
Heating Services Unit		2,123	
Customer Service & Engagement Team		599	
Tenant First		1,009	
Chief Executive		183	
Board		63	
Central Housing Management Services		1,205	
Finance, Performance & Information Team		1,437	
Lettings		872	
Housing Management Teams		2,024	
Income		937	
Asset Management		704	
Repairs, Maintenance & Building Safety		1,513	
Community Refurbishment Scheme		506	
Community Buildings Team		1,078	
Human Resources			791
Head Office			587
Chevin Seasons			-23
Governance & Strategy			367
Dev 1 - Lettings Policy Implementation			-
Dev 2 - Income Services Modernisation			35
Total Expenditure			16,140
Interest on Cashflow			-19
Surplus (-) /Deficit (Funding From Reserves)			604
Grounds Maintenance:			£1,429,818
Barnsley Connects:			£829,518
Community Safety and Neighbourhoods:			£620,742
Repairs:			£19,951,000
Capital Core Programme:			£19,108,000
Other Capital Investment (regulatory compliance):			£4,150,000
Housing Growth:			£8,900,000
			£4,300,000 expended to date.

APPENDIX A: Berneslai Homes Annual Business Action Plan

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 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 with a go live of September 2023.
- Continued commitment to efficiencies and value for money demonstrated through the annual value for money report.
- Increased target of 5% 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 published 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	Anti-social behaviour cases relative to the size of the landlord (non hate related).
	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 (all tenants surveyed).

Theme	Measure	Description
Barnsley 2030		



Creating great homes and communities
with the people of Barnsley

Report Title	Quarter 2, Corporate Performance Summary	Confidential	No
Report Author	Sarah Drafz	Report Status	For Information
Report To	Board 8/12/22	Officer Contact Details	Sarahdrafz3@berneslaihomes.co.uk

1. Executive Summary	<p>This report presents an assessment of Berneslai Homes performance for Quarter 2 (July to September) of the 2022/23 financial year.</p> <p>In comparison to quarter one overall performance for quarter 2 has declined with 8 of the 28 Key Performance Indicators (KPIs) reported as behind target. The following measures were rated as red for quarter 2:</p> <ul style="list-style-type: none"> • Average time taken to re-let local authority housing • Tenant satisfaction • The percentage of tenants who feel that their views are listened to and acted upon • Rent collected as a percentage of total debit HRA dwellings • To spend at least 75% of funds locally supporting the Barnsley economy • Average number of sick days per employee • Percentage of staff defining under the Equality Act definition of disability • We will answer 80% of priority calls in less than three minutes <p>Customer Services Committee were assured that appropriate measures were in place to address areas of underperformance.</p>
2. Recommendation/s	<p>2.1 Board are asked to consider and comment on the performance of the organisation during the first quarter of the financial year.</p> <p>2.2 In so doing, they should ensure they are satisfied that where performance targets 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>

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 KPIs is received by and scrutinised at Customer Services Committee.
- 3.2 For quarter 2 of 2022/23 there were 8 KPIs identified as behind target in comparison to 2 KPIs behind target in quarter 1. Where key exceptions were identified commentary and trend data was provided in the performance report.
- 3.3 The key performance indicators measured are 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.

4. Current Position /Issues for Consideration

- 4.1 In comparison to quarter 1 overall performance for quarter 2 has declined with 8 of the 28 Key Performance Indicators (KPIs) reported as behind target.
- 4.2 Average time taken to re-let local authority housing has increased from 27.85 days to 31.15 days against a target of 25 days. A number of one bed/bedsit properties which can be difficult to let influenced performance this quarter. Despite relet performance being behind target, void rent loss remains low.
- 4.3 Overall tenant satisfaction and the percentage of tenants who feel their views are listened to and acted upon are assessed annually via our STAR survey. Overall satisfaction was 84.2% against a target of 89% and 68.1% of tenants felt their views were listened to an acted upon against a target of 78% meaning both these measures were rated as behind target. For both measures, in comparison with last year there has been no significant change in Berneslai Homes performance. National benchmarking data shows sector wide performance has dipped. Berneslai Homes performance for both measures is above the sector median values. We are reviewing our detailed STAR survey feedback to consider any key drivers that have influenced scores and will have an action plan in place to address any areas for improvement. Customer Services Committee Members were assured that as an organisation we are committed to hearing customers, valuing and encouraging feedback and working together to improve services.
- 4.4 Whilst still behind target, rent collection levels have increased from 94.43% in quarter 1 to 95.83% against a target of 97%. National benchmarking data shows a consistent, steady increase in rent arrears, demonstrating the cost-of-living crisis and associated pressure on household finances is not unique to Barnsley. As an organisation, we have a number of initiatives in place to help support tenants who are struggling with the cost-of-living; including advice and tenancy support. From October we have opened a number of warm and welcoming spaces across the borough where people can go to stay warm and well. Since the quarter 2 performance report was produced, monthly data for October shows a marginal deterioration (0.36 percentage points) in performance for this measure.

- 4.5 An increase in project fees and utility costs in quarter 2 have contributed to a decrease in the proportion of spend made locally supporting the Barnsley economy. For quarter 2, 69.29% of funds were spent locally against a target of 72%.
- 4.6 The average number of days sick per employee has increased this quarter to 10.6 days against a target of 9. In September 79% of sickness was long term with the main cause being mental ill health.
- 4.7 After a strong start to the year, contact centre performance has deteriorated and is behind target. 50.11% of priority calls were answered in less than three minutes against a target of 80%. The contact centre has had a number of vacancies over the last few months and is dealing with organisational restructure. Since the quarter 2 performance report was published, October data shows a 5.21 percentage point improvement in this measure.
- 4.8 70.68% of complaints were resolved in the agreed time in quarter 2 against a target of 75%. Performance has decreased by 14.61 percentage points in comparison to quarter 1, with a higher proportion of complaints escalated to stage 2 of the process. We are working to address this and have a training programme in place for all staff which includes induction and refresher training on complaint handling.

5. Customer Voice/Impact

- 5.1 To ensure that tenant's voices are represented, Tenant Voice Panel members sit on the Customer Services Committee and are involved in scrutiny of quarterly performance. In addition, two tenant Board representatives are members of Customer Services Committee and provide scrutiny of company performance.

6. Risk and Risk Appetite

- 6.1 There are no risk register items which directly link to this report.

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 The performance report links to all the Barnsley 2030 Strategic Ambitions (listed below) as it is one 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

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

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 There are no specific financial implications arising directly from this report.

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 reported 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 - Quarter 2 Performance Report

Appendix A

Quarterly Performance Report

Quarter 2 - 2022/2023





Pulse Pls

Q2 Overview - Council Pls

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&S Compliance</p>	 <p>Average SAP Ratings</p>	 <p>EPC C or Above</p>

HEADLINES

Average re-let performance has deteriorated.

GREAT PEOPLE

<p>Annual Indicator</p>  <p>Tenant Satisfaction</p>	<p>Annual Indicator</p>  <p>Listening to Tenants</p>
 <p>Appointments Kept</p>	
 <p>Apprentices as a % of Workforce</p>	

HEADLINES

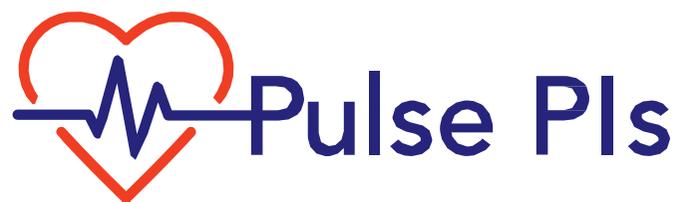
The percentage of all tenants satisfied with the overall service provided is 4.8 percentage points behind target.

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

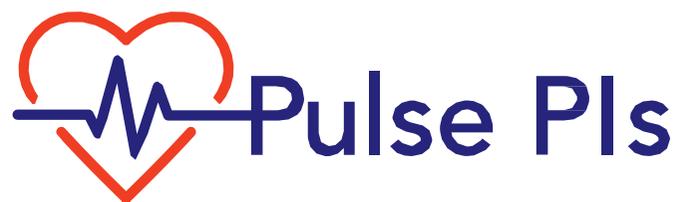
Whilst the percentage of rent collected is behind target there has been a 1.4 percentage point increase on Q1.



GREAT PLACE

GREAT PLACE			YEAR END 21/22*	Q1	Q2	Q3	Q4	TARGET 22/23	Bench mark	
GREAT PLACE			83%	83.4%				86% (±3)	80%	Safe and Secure (BH2) The percentage of tenants that are satisfied their home is safe and secure (STAR survey question).
Annual Indicator Safe and Secure Home	Annual Indicator Tenant Satisfaction with Repairs	Bi-Annual Indicator DHS Compliance	79%	79.5%				82% (±3)		Keeping properties in good repair (BH4) Tenant satisfaction with landlord's repairs and maintenance service (STAR survey question).
			99.71%	99.71%	Measured at the start and end of the year			100%	98.8%	Keeping properties in good repair (BH6) Compliance with Decent Homes Standard.
Priority 1 Repairs	Non-Emergency Repairs	Average re-let days	99.02%	99.76%	99.34%			99.5%		Priority Repairs (BH5) Priority 1 Repairs - 24 hours percentage completed on time.
			8.83	9.11	10.00			9.0		Non-Emergency Reactive Repairs (BH7) Average length of time taken to complete non-emergency reactive repairs.
H&S Compliance	Average SAP Ratings	EPC C or Above	31.02	27.85	31.16			25.00		Average re-let days (BH9a) Average time to re-let local authority housing (calendar days).
			99.08%	99.01%	99.21%			100%		Maintaining Building Safety (BH13) Compliance with health and safety obligations.
			New	65.98	66.19			67		SAP Ratings (BH14a) Average SAP ratings across stock.
			New	29%	30.31%			35%		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	TARGET 22/23	Bench mark
85%	84.2%				89% (±3)	75%
70%	68.1%				78% (±3)	59%
99.37%	99.18%	98.98%			99.1%	97.05%
7.66%	6.65%	5.47%			3%	

Tenant Satisfaction (BH1)
The percentage of all tenants satisfied with the overall service provided (STAR survey question).

Listening to Tenants (BH3)
Percentage of tenants who feel that their views are listened to and acted upon (STAR survey question).

Appointments Kept (BH8)
Percentage of appointments kept.

Apprentices (BH11)
We will employ as a minimum 3% of our workforce as apprentices.

GREAT PEOPLE

Annual Indicator

Tenant Satisfaction

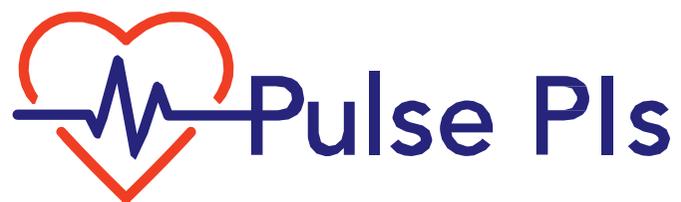
Annual Indicator

Listening to Tenants

Appointments Kept

Apprentices as a % of Workforce

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



GREAT COMPANY

YEAR END 21/22*	Q1	Q2	Q3	Q4	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%			1.05%
96.37%	94.43%	95.83%			97%
71.36%	70.15%	69.29%			72%
New	Measured annually in Q4			New	

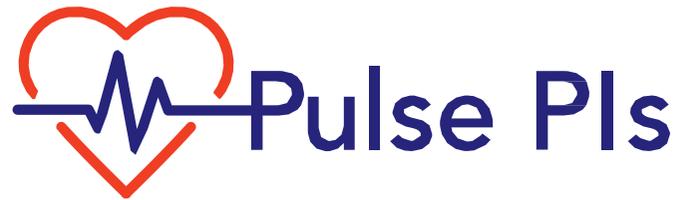
Void Rent Loss (BH9b)
Income lost due to void properties

Rent collection (BH10)
Rent collected as a proportion of rents owed on Housing Revenue Account dwellings.

Local Spend (BH12)
Spend at least 75% of 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)



Exceptions

GREAT PLACE



Average Re-Let Days

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

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



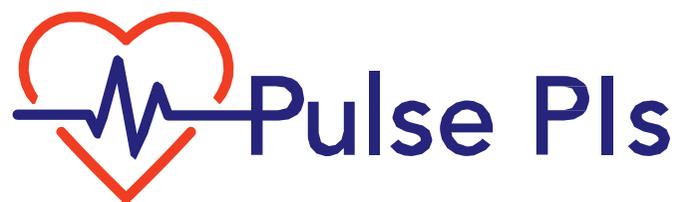
Rent Collection

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



Barnsley Pound

Spend at least 75% of funds locally supporting the Barnsley economy.



Q2 Overview - Company Pulse

GREAT PLACE

New Annual indicator



Tenant Satisfaction with H&S



Right First Time

HEADLINES

The proportion of responsive repairs being completed right first time is increasing.

GREAT PEOPLE

Annual Indicator



Complaints



Tenant Satisfaction with Complaints Handling

New indicator



Staff Satisfaction



Staff Attendance



Equality Act



BME

HEADLINES

The percentage of BME employees has increased and is now ahead of target.

GREAT COMPANY

Annual Indicator



Net Promoter



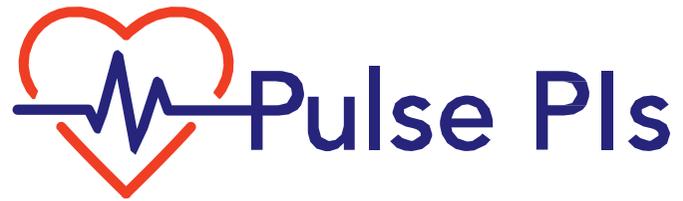
Current Tenant Arrears



Contact Centre

HEADLINES

There has been a significant reduction in the percentage of priority calls answered in the target time of 3 minutes.



GREAT PLACE

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

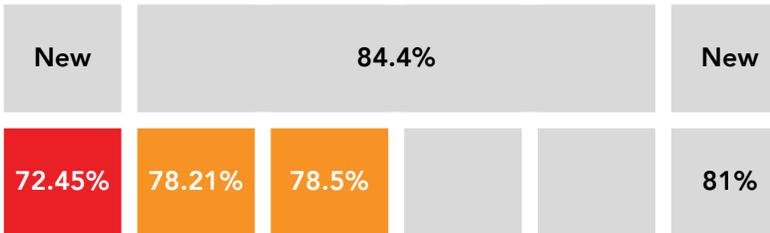
New Annual indicator



Tenant Satisfaction home is safe



Right First Time

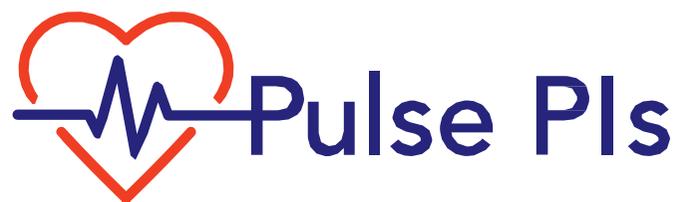


Maintaining Building Safety

Tenant satisfaction home is well maintained and safe to live in

Keeping properties in good repair

Right first time.



GREAT PEOPLE

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

GREAT PEOPLE		YEAR END 21/22	Q1	Q2	Q3	Q4	TARGET T 22/23	Bench mark
<p>Complaints</p>	Annual Indicator	87.9%	85.29%	70.68%			75%	
	<p>Tenant Satisfaction with Complaints Handling</p>	63%	63.70%				70%	62%
<p>New indicator</p> <p>Staff Satisfaction</p>	<p>Staff Attendance</p>	New	68%	Measured in Q1 and Q4			New	
<p>Equality Act</p>	<p>BME</p>	11.10	10.00	10.60			9.0	
		5.41%	5.19%	5.51%			8%	
		2.16%	1.97%	2.57%			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

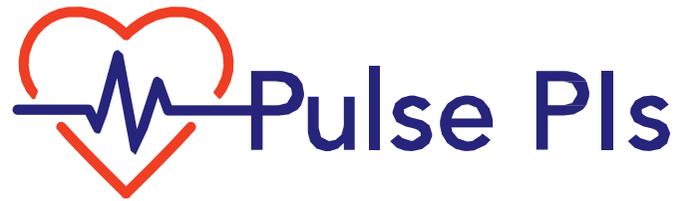
Average number of days absent per full time equivalent employee.

Diversity

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

Diversity

Percentage of BME staff in total workforce.



GREAT COMPANY

YEAR END 21/22	Q1	Q2	Q3	Q4	TARGET 22/23	Benchmark
26	34.6				>30	31
3.29%	3.57%	3.46%			3%	
New	85.27%	50.11%			80%	

Net Promoter

Likely to recommend Berneslai Homes.

Current Rent Arrears

Percentage of Current Tenant Arrears.

Contact Centre

We will answer 80% of priority calls in less than 3 minutes (Contact Centre).

GREAT COMPANY

Annual Indicator



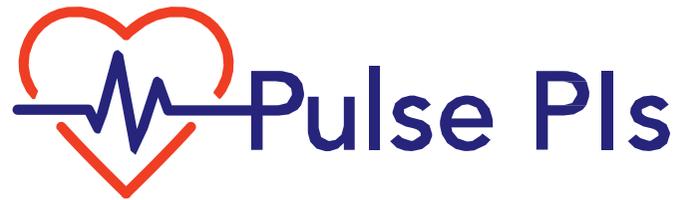
Net Promoter



Current Tenant Arrears



Contact Centre



Exceptions

GREAT PLACE	GREAT PEOPLE	GREAT COMPANY
<p>No Exceptions</p>	<div data-bbox="817 494 896 614"> </div> <p>Staff Attendance Average number of days absent per full time equivalent employee.</p> <div data-bbox="817 726 907 829"> </div> <p>Diversity - Equality Act Percentage of staff defining under the Equality Act definition of disability.</p>	<div data-bbox="1523 494 1624 598"> </div> <p>Contact Centre We will answer 80% or priority calls in less than 3 minutes (Contact Centre).</p>



Minutes of Berneslai Homes Board 29th September 2022
Held face to face Gateway Plaza

Present:

- Sinead Butters - Chair
- Gary Ellis - Board Member
- Liana Khachatryan - Board Member
- Jo Sugden - Board Member
- Councillor Sarah Tattersall - Board Member
- Mark Johnson - Board Member
- Richard Fryer - Board Member
- Mahara Haque - Co-optee of Customer Services Committee (Board observer)

Councillor Kevin Osborne - Observer at Board meeting appointed as Board member at AGM

Eric Smith - Observer at Board meeting appointed as Board member at AGM

Adam Hutchinson - Observer at Board meeting – appointed as Board member at AGM

In attendance

- Amanda Garrard - Chief Executive
- Dave Fullen - Executive Director, Customer & Estate Services
- Kulvinder Sihota - Interim Executive Director, Corporate Services
- Arturo Gulla - Executive Director, Property Services
- Norma Wright - Lead Financial Advisor (for Item No. 6)
- Kathy McArdle - Service Director Regeneration & Culture (BMBC)
- Sarah Cartwright - Head of Strategic Housing, Sustainability and Climate Change (BMBC) – Public agenda only

The Chair welcomed everyone to the meeting and introductions followed.

	ACTION
<u>Item 1 – Apologies</u>	
Adriana Rustemi – Board Member	
Lee Winterbottom – Managing Director, Construction Services	
Sam Roebuck – Head of Governance and Strategy	

<p><u>Item 2 – Declarations of Interest</u></p> <p>Eric Smith declared an interest in Item 6 – BH Report and Accounts – he has connections with BDO.</p>	
<p><u>Item 3 – CEO Presentation</u></p> <p>AGa presented the information, highlighting the key areas.</p> <p>Reference was made to the new Prime Minister, the fiscal statement and concern in relation to the Energy Cap.</p> <p>The main areas of focus for Berneslai Homes will be planning around the cost-of-living crisis, rent cap consultation (potential for Barnsley to put forward a different proposal), Business Plan modelling with BMBC and the implications, one of which will be on the zero-carbon agenda, which looks much harder to deliver now.</p> <p>In relation the cost-of-living support, DF summarised the work that has been taking place with the Council and independently for both staff and for tenants.</p> <p>Berneslai Homes are working with the Council on the budget and discussions have taking place on rent cap scenarios/options (on 5%/7%). A 5% increase would result in a deficit of £1.4M. A 7% increase would cover inflationary costs. Inflationary assumption for CS is 10% and for the Management Fee 5%.</p> <p>In addition to central government, lobbying is also required locally, and a briefing paper is being prepared.</p> <p>An update was provided on the Woodlands Drive Fire. The site has been cleared and levelled. A report is awaited on 2 properties, then a decision will be made. Information from Pennington’s is also awaited on fire prevention/spread.</p> <p>Resolved:</p> <p>Board noted the update.</p>	
<ul style="list-style-type: none"> • <u>Item 4 – Governance Update</u> • AGa provided an update since the last meeting which includes a light touch assessment against the NHF Code of Governance – this is available to view in Decision Time Resources. • Following the retirement of Caroline Makinson, Councillor Kevin Osborn has been appointed. • Board noted that ES is the Board Champion, responsible for complaints. 	

<ul style="list-style-type: none"> • Resolved: • Board approved in principle Councillor Kevin Osborne to be appointed as a Board member. The appointment will be formalised at the AGM 29th September 2022. • Board approved the action plan proposed from the self-assessment which also incorporates the actions recommended from DTP to further improve our governance arrangements. • Board agreed that the action plan progress be monitored by Audit and Risk Committee. 	
<p><u>Item 5 – Annual Governance Statement</u></p> <p>AGa presented the report which has already been considered at the last Audit and Risk Committee. The Committee recommended that Board approve.</p> <p>Resolved:</p> <ul style="list-style-type: none"> • Board were satisfied that the assurance provided in the report, in relation to internal control arrangements, is sound and forms a satisfactory basis for the Statement attached as Appendix A for inclusion in the 2021-22 Accounts. • Board noted the proposed 2022 - 23 Plan outlined at 4.13 for improving the robustness of the system of internal control. • Board approved the Modern Slavery Statement 2021-22 for signature by the Board 	
<p><u>Item 6 – Berneslai Homes Report and Accounts for the period ended 31 March 2022</u></p> <p>NW presented the report and accounts for approval. These have already been considered in detail by the Audit and Risk Committee. There have been no further changes since this meeting.</p> <p>The key issues were outlined, including reference to the information contained within the report on the income statement, the statement of financial position and cash flows.</p> <p>Board were referred to the pension deficit decrease as outlined within the report.</p> <p>GE as Chair of Audit and Risk added that all the assumptions were agreed with the auditors and our actuaries and there were no differences. The Council have provided their usual letter, confirming they guarantee pension deficit, providing the necessary assurance to Board.</p>	

<p>The tri-annual pension valuation will take place in December, the results will be available early in the new year. AH advised that the impact of the recent fiscal events was beneficial to pension evaluations.</p> <p>The Chair of the Board felt it would be beneficial to gain a better understanding of Board's role in relation to pensions liability. It was suggested this could be picked up at the Quarterly ALMO Strategic meeting.</p> <p>GE was pleased to see that there were no issues on going concern and that this had now progressed. However, he did highlight the timetabling issues, but asked Board to note that all audits have been experiencing similar difficulties. The Audit and Risk Committee were pleased with the accounts and he said he was happy to hand over to the new Audit and Risk Committee Chair.</p> <p>He concluded by referring to the significant changes within the Finance Team and extended his thanks to KS for her dynamic approach and to the team, for their hard work, particularly Norma Wright in producing the accounts to such a high standard.</p> <p>KMcA took the opportunity to thank and praise GE for his commitment. She said he had been a fantastic Chair, was thorough and a great communicator and he had been a pleasure to work with.</p> <p>External Audit are expected to award an unqualified opinion.</p> <p>Resolved:</p> <ul style="list-style-type: none"> • Board approved Berneslai Homes Ltd. Report and Accounts for the period ended 31 March 2022; • The Accounts were signed by the Chair plus 1 other Board Member on behalf of the Board; • Board noted the report of the External Auditor; • Board approved the letter of representation, and • The Chair signed the letter of representation on behalf of the Board 	<p>KMcA</p>
<p><u>Item 7 – Sustainability Strategy</u></p> <p>AGu presented the report and Strategy. The draft had been considered at the last Board meeting in July where comments had been made and a position statement requested. The Strategy has been updated in line with comments made and a position statement provided at Appendix B.</p> <p>It was noted political changes may affect enthusiasm on green issues and the potential risk to decarbonisation funding.</p>	

<p>Board requested an annual update be undertaken.</p> <p>The Chair took the opportunity to extend her thanks for the production of the Strategy Index (saved in Decision Time Resources)</p> <p>Resolved:</p> <p>Board approved the Sustainability Strategy 2022-27</p>	<p>AGu</p>
<p><u>Item 8 – Fire Safety Document Approvals</u></p> <p>AGu presented the documents below for approval. They were referred to at the last Board meeting, however, approval by Board was not confirmed, hence the reports being on the agenda today:-</p> <ul style="list-style-type: none"> • Fire Safety Plan • Fire Management Plan • Fire Risk Assessment Policy • Fire Risk Assessment Process Map • Fire Risk Assessment Procedure • Building Safety Resident Engagement Strategy <p>AGu brought to the attention of Board an error on fire safety policy. The table refers to buildings of 6 stories or more – the Bill refers to 7 stories.</p> <p>MJ advised he had looked at the documents thoroughly and identified some areas for clarification/amendment and gave examples. As these were relatively minor, it was agreed that he discuss with AGu and the documents be amended accordingly.</p> <p>AGu provided an update on the smokes/carbon monoxide detector installation programme. The team have been working hard to meet the deadline of 1/10/22. There are currently 2000 outstanding. Every property has been visited, although access has not been gained for every home. The Regulator has now agreed that if the deadline has not been met, as long as there is an installation plan in place, there is no requirement at this stage to self refer. It was therefore agreed an update on the timetable be brought back to the December Board.</p> <p>Resolved:</p> <p>Board approved the following documents, subject to the clarifications/ amendments as discussed being actioned.</p> <ul style="list-style-type: none"> • Fire Safety Policy • Fire Management Plan • Fire Risk Assessment Policy • Fire Risk Assessment Process Map • Fire Risk Assessment Procedure • Building Safety Resident Engagement Strategy 	<p>MJ/AGu</p> <p>AGu</p>

<p><u>Item 9 - Delivery against HRA and Capital Programme</u></p> <p>AGu presented, highlighting the key points.</p> <p>BHS works have commenced. There 10 schemes in total. Of these 6 are open and the remaining 4 will commence between October 2022 and January 2023. All work will be completed this financial year. The report highlights the progress and this will be developed further to provide greater visibility.</p> <p>Discussion followed on the Board’s role in the process, the budget responsibility/relationship in relation to the HRA, Capital Programme, Management Fee etc. It was agreed, for Board to gain more clarity, a separate briefing session be arranged.</p> <p>AGu advised Board that there were no risks identified in this year’s agreed programme. However, a comment was made that it was difficult to gauge the financial aspect from the report in relation to underlying issues and it was agreed that MJ and AGu discuss separately to ensure future reports capture the relevant information.</p> <p>AGu confirmed there had been issues in previous years around resources and valuations, which resulted in an overspend, causing delays in the release of early work. Significant work has been taking place with the Council to ensure that processes are in place to mitigate this occurring in the future.</p> <p>Resolved:</p> <p>Board noted the progress report.</p>	<p>MJ/AGu</p>
<p><u>Item 10 – Q1 Performance Report</u></p> <p>DF presented summarising the key points.</p> <p>Board noted that Customer Services Committee had discussed the report in detail, focusing on the hardships, the cost-of-living impact and the support being provided. The Committee will be undertaking a deep dive at the next meeting on this issue.</p> <p>An observation was made on void rent loss shown in the green category with turnaround days exceeding target. Rent collection was discussed and DF provided historical information on long term difficult to lets. He reported on the activity that has been taking place over the last 6-9 months around lettings and the importance of looking at voids turnaround time and rent loss together which is indicating BH are in a good position.</p> <p>The improvement in the Call centre was noted with 85% of calls now being responded to within 3 minutes and more improvements have been introduced which will improve performance further. It is also the intention that all rent related calls will bypass the Call Centre and be diverted directly to BH back-</p>	

<p>office staff who have all the relevant information to hand and can refer, where required, to the Tenants First Team.</p> <p>Resolved:</p> <ul style="list-style-type: none"> • Board considered and given opportunity to comment on the performance of the organisation during the first quarter of the financial year. • Board were satisfied that where performance targets 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. • Board did not identify any further areas where they feel as though more detailed consideration is required by Customer Services Committee 	
<p><u>Item 11 – Strategic Housing and Growth Update</u></p> <p>SC presented the information slides, expanding on key areas.</p> <p>New Build – Noted programme small, however, build is to high specification, particularly in relation to energy efficiency measures :-</p> <p>Laithes Lane scheme bungalows– completed, tenants moving in. EPC A rated – won Secured by Design Award. Invitation extended to Board Members to visit scheme.</p> <p>Billingley View – semi-detached properties, responding to local need. Build commenced February. Working with Leeds Sustainability Institute on build specification. Hope to see impact on affordability. Local Contractor on board.</p> <p>St Michaels Scheme – mix of apartments, bungalows, houses – for sale and social rent. Contractors on site. Will receive capital receipt which will go into delivering more housing provision.</p> <p>Goldthorpe Market Site – part of Town Deal Funding. A regeneration priority. Mix of houses, bungalows. Tender process completed – 2 local contractors interested. Attracted external funding. £225K brownfield funding also secured.</p> <p>Future delivery challenges outlined and funding situation will worsen. No further funding has been identified in the HRA and she referred to the challenges on the HRA to deliver on compliance, decency programmes etc. It will be necessary to look at more innovative funding options in the future. Reference was made to the lack of land; all big sites have already been redeveloped. Cost of delivery is over £200K per unit, there is a lack of contractors and issues with the supply chain. There is a need to meet housing needs and it is important to build in the right places and lead by example in terms of quality.</p>	<p>All</p>

<p>Profit margins discussed. SC advised that profit is not significant, at around 2%, however a capital received will be received. Suggestion made that private landlords may wish to offload due to the requirements with regard to energy efficiency and their lack of knowledge regarding retrofit. The Council are working closely with them, however, any investment would need to be balanced against the costs of retrofitting. Consideration needs to also be given to, that by not doing anything could result in properties being left empty, which would incur additional costs to tackle.</p> <p>The Chair on behalf of Board thanked SC for the useful update. They are particularly interested in the mapping exercise the council are undertaking, considering numbers, needs and financial implications. When this has concluded KMcA agreed to share with the Board.</p> <p>Resolved:</p> <p>Board noted the update</p>	<p>KMcA</p>
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Board Meeting 29th September 2022 - Actions

PUBLIC AGENDA			
Item	Action	By Whom	Comments
Item 6 – BH Report and Accounts	Pension Liability – Board felt they needed a better understanding on their role in this area	KS	KS has discussed with Neil Copley as part of the year end process for 2021/22. Also discussed with Phil Danforth and Paul Dalton as part of the annual budget process for 2023/24. BMBC underwrite BH's pension liability and there is a letter in BH's accounts/end of year audit file from BMBC. The Pension liability will only become payable if BH ceases operating in which case any liability which cannot be funded by BH will be funded by BMBC. BH are responsible for managing the results of any tri-annual pension valuation – increases/decreases to the base budget to be picked up as part of the annual budget process. BH are responsible for the employers contribution payments. BH are also responsible for any early retirement pension strain costs.
Item 7 – Sustainability Strategy	Annual update to be undertaken	AGu	Annual update to be included on the Board forward plan for Sept 2023.
Item 8 – Fire Safety Document approvals	Minor amendments/clarifications to be discussed and incorporated into documents.	AGu/MJ	AGu, Head of repairs & building safety met with MJ to review amendments. Amendments made.
	Update to be provided at December Board on the progress of the installation of smoke/carbon monoxide detectors	AGu	Verbal update to be provided at Board meeting

Item 9 – Delivery against HRA and Capital Programme	Session to be arranged for Board to clarify their role in the budget process i.e responsibility/ relationship in relation to the HRA, Capital Programme, Management Fee etc.		Arranged for 8 th March
Item 10 – Strategic Housing and Growth Update	Once the Council have completed their mapping exercise on needs, financial implications etc it will be shared with Board.	KMCA	See update below

Update

Agreed scope of works for 'Affordable Housing Review':

- Provide updated granular evidence of the need for affordable housing by sub-area, type/size, general needs/older/specialist need and tenure (rented and affordable home ownership) and mismatch with supply.
- Consider the relevance of First Homes in the Barnsley context and impact on tenure split.
- Carry out a policy review and provide recommendations to support the delivery of affordable housing across Barnsley and in particular the need for social rented housing.
- Consider the range of affordable dwellings on key strategic sites.
- Carry out stakeholder discussions with Berneslai Homes and other Registered Providers on their understanding of need, current supply/need mismatches and future development strategies.
- Consider any updated evidence on the need for M4(2) accessible and M4(3) wheelchair accessible homes in Barnsley

Arc4 will also prepare a confidential note incorporating the key findings from the study to help inform thinking around future strategic development options of:

- **Growing** Berneslai Homes' stock: to compensate for right to buy sales plus new stock to meet identified affordable needs.
- **Maintaining** stock: with the replacement of right to buy losses through acquisitions and newbuild;
- **Contracting** stock: accepting right to buy losses and consider options for stock reduction/rationalisation.

Timescales:

- Inception meeting with key stakeholders on 5th December (including BH)
- Currently working with BH to gather all data required for ARC4 to complete the assessment
- Engagement with wider stakeholders e.g. other Registered Providers - Jan '23
- Reporting and presentations – March '23
- Actual dates to be confirmed at the inception meeting

