





8	Resource Information Papers	16:51
i)	Serious Incident Protocol <i>For Information</i>	16:51 (5m)
	click here to view	

Minutes of the last Public Board Meeting 17/3/2022

	BREAK	16:56 (5m)
	CONFIDENTIAL AGENDA	17:01
9.0	Chair Urgent Action Decision - Berneslai Close <i>For Information</i>	17:01 (5m)
	click here to view report	
10.0	Repairs IT Implementation Project Report <i>For Decision</i>	17:06 (10m)
	A Garrard Presenting	
	 Repairs IT System Update.pdf	<i>Not included</i>
11.0	Berneslai Homes Financial Performance <i>For Information</i>	17:16 (10m)
	Faye Williams presenting	
	 Final BH Financial Position.pdf	<i>Not included</i>
12.0	Repairs, Maintenance and Investment Position Statement <i>For Information</i>	17:26 (10m)
	Arturo Gulla presenting	
	 Repairs Investment Report May 2022 Final.pdf	<i>Not included</i>
13.0	Minutes, Actions and Debriefs:-	17:36
13.1	Board Minutes & Actions 17/3/2022 <i>For Approval</i>	17:36 (5m)

 **Final Draft Board Minute 20220317.pdf** **Not included**

 **Public and Confidential Board actions 20220317.pdf** **Not included**

13.2 Draft Audit Committee Minutes 28/4/2022 **17:41 (2m)**
For Information

Mark Johnson presenting

 **Final Draft Audit Committee Minutes 20220428.pdf** **Not included**

13.2.1 Debrief Report of the Chair of Audit and Risk Committee **17:43 (5m)**
For Information

 **Final Audit Committee Chair Report to Board May 2022.pdf** **Not included**

13.2.2 Response to Deep Dive from Audit Committee – CS ability to deliver to PRIP contract **17:48 (5m)**
For Information

Lee Winterbottom

 **Response to Audit and Risk Committe re CS (PRIP).pdf** **Not included**

Resource Information Papers **17:53**

i) Quarterly Risk Update **17:53 (5m)**
For Information

[Click here to view](#)

14.0 New Risks Identified **17:58 (1m)**

15.0 Review of the Meeting **17:59 (1m)**

16.0 Date of Next Meeting - 21st July 2022 (Board Meeting & Away Day Discussions - face to face) **18:00**

Creating great homes and communities with the people of Barnsley



CEO Update

May 2022

National Perspective

- Social Housing Regulation Bill – expanded powers
- Building Safety Act



NEWS PRESS RELEASES

Ombudsman launches call for evidence on noise complaints

13 April 2022

We have launched a call for evidence to



SOUTH YORKSHIRE
SYMCA



MAYORAL
COMBINED
AUTHORITY

"I'M GOING TO
BE THE MOST
TRANSPARENT
MAYOR IN THE
COUNTRY"
- SIMON BILTCLIFFE



Yorkshire
PARTY



South
Yorkshire

Housing Prospectus

How housing associations can work with
SYMCA and the Local Authorities to deliver
the region's housing priorities.

February 2022



Barnsley

**20
30**

Welcome to
the place of
possibilities.



Regional Perspective

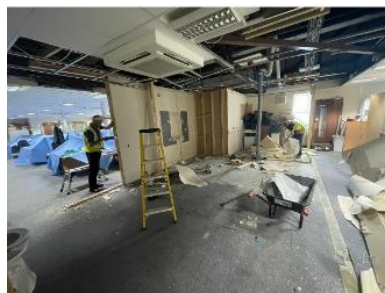
Barnsley Perspective

- Local Elections – Change in Lead member & Loss of Deputy Leader
- Reds in the community
- Links Barnsley College and Northern College
- Hardship Fund to support residents of Barnsley



Berneslai Homes Perspective

- Cost of Living Task Group
- Carlton Depot Refurbishment
- South Yorkshire Fire and Rescue Training
- Awards Shortlisted:
- Women In Fire Safety
- Safety & Compliance Awards





Berneslai Homes Perspective

- Staff Conference 2022
- Supporting Ukraine

Berneslai Homes Recruitment

- Interim Director
- New Head of Finance
- New Commercial Manager Construction Services



Creating great homes and communities with the people of Barnsley



Priorities to July 2022



Development of zero carbon strategy



Recruitment



Meeting with MPs



Effective monitoring & control of Repairs & Investment Budget



Development of Financial Inclusion Policy

Berneslai Homes

Key Performance Indicator Data Set 2021/22

Contract Management



- 13 Key Performance Indicators
- During the year use Red Amber & Green Rating to help show status
- At year end just Red & Green



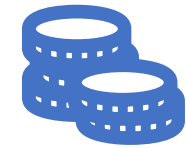
Achieved:
6 out of 13



Rent Collection



Non-Urgent Repairs



Local Spend



Apprentices



Appointments Made
and Kept



Customer Satisfaction
Safe and Secure Home



Failed to
Achieve:
7 out of 13



Overall Customer
Satisfaction



Satisfaction -
Repairs and
Maintenance
Service



Number of
Complaints



Barnsley Homes
Standard



Priority 1 Repairs



Average Relet
Time



Compliance



KPI's - Met or Exceeded

Ref.	Description	2020/21	Target 2021/2022	Out Turn	Status
BH2	Thinking about the building you live in how satisfied are you that your landlord provides a home that is safe and secure	84%	86% +/- 3%	83%	✓
BH7	Average time for non-urgent repairs PRIP KPI 11 (days)	8.43 days	9 days	8.83 days	✓
BH8	% of responsive repairs for which the LA made and kept an appointment PRIP KPI 1	98.15%	99.10%	99.37%	✓
BH10	Rent collected by the local authority as a proportion of rents owed on HRA dwellings	97.18%	96%	96.37%	✓
BH11	We will employ as a minimum 3% of our workforce as apprentices	5.3%	3%	7.66%	✓
BH12	We will spend at least 50% of our funds locally supporting the Barnsley economy (cumulative)	78.76%	70%	71.36%	✓

KPI's – Failed to Achieve

Ref.	Description	2020/21	Target 2021/22	Out Turn	Status
BH1	The percentage of all tenants satisfied with the overall service provided	88% (Unweighted 89%)	89% +/- 3%	85%	X
BH3	Number of formal complaints (cumulative) (Stage 1 and 2)	155	118 +/- 20%	170	X
BH4	The percentage of tenants satisfied with the repairs and maintenance service	80% (Unweighted 83%)	89% +/- 3%	79%	X
BH5	The proportion of local authority dwellings which are non-decent dwellings at the start of the financial year	1.09%	0%	0.29%	X
BH6	Priority 1 Repairs – 24 hours percentage completed on time	99.46%	99.50%	99.02%	X
BH9	Average time to re-let local authority housing (calendar days)	40.28	23	31.02	X
BH13	Health and Safety Compliance with Legal Requirements	NEW	100%	99.08%	X

Void Property Management

- The rent lost due to properties being empty has been low all year
- Only 125 properties empty (including 66 'normal' voids)
- Remaining properties awaiting major works or were held for decants on major works project
- Great success in reletting hard to let properties - that were empty for 10 weeks or more
- Removing this small number of more complex relets - we would have met target at end of fourth quarter
- Use of show flats significantly reduced the number of long term voids - but affected the relet days indicator





Decent Homes Standard

- Historic target of 4% of the stock could be non-decent
- In accordance with the expectations of the Regulator, changed and we now work towards all stock meeting the Barnsley Standard
- At the end of the year only 0.29% of properties didn't meet the standard and work is on-going or planned
- Not an easy year to undertake improvement work



Complaints

- Run promotional campaigns highlighting the complaints process and telling people 'It's Okay to Complain'
- National campaigns run by the Department for Levelling Up, Housing and Communities
- The increase in complaints is a trend across the sector
- Continue to promote our complaints process so that we hear our customers and learn from the valuable feedback they offer
- Strategic Plan action to achieve Housemark external accreditation



Customer Satisfaction

- 2 perception-based measures from STAR survey
- Global material supply issues and the knock-on delays for repairs being completed has contributed to dissatisfaction with the repairs and maintenance service
- Challenging year for many and this has undoubtedly impacted on levels of satisfaction across our communities
- Customer satisfaction is an important area for Berneslai Homes and an area where we want to truly understand the experiences more.



Priority 1 Repairs

- Ambitious target, which was set slightly higher than the combined 2020/21 result
- During 2021/22, of 25,259 24-hour jobs raised, 25,012 jobs were completed within the deadline, with 247 falling outside the deadline
- This represents a shortfall of 121 jobs in order to meet the 99.5% target
- Both partners have found this target challenging this year.
- Key issues being maintaining staffing levels due to Covid and materials and supply issues





Compliance

- The metric is a combination of several property compliance requirements - including electrical safety, gas servicing and asbestos surveys
- Year end - gas compliance was 100%
- A 99.08% compliance result at year end represents a huge effort from the Compliance teams under very trying circumstances
- Further work is required to achieve 100% electrical safety
- A small group that has failed to respond to multiple phone calls, letters and home visits.
- In the process of attempting to gain a warrant of entry from the Magistrates Court.

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

Key Performance Indicator Data set 2022/23



Creating great homes and communities
with the people of Barnsley

Report Title	Employment and Skills Plan 2022-25	Date	19 th May 2022
Report To	Board	Confidential	No
Report From	Executive Director of Corporate Services	Contact	Alison Rusdale

1. Purpose of Report	To seek approval for the Employment & Skills Plan 2022-25.
2. Recommendation/s	That Board approves the Employment & Skills Plan 2022-25.

3. Introduction/Background

- 3.1 We have a well-established approach to Employment and Skills. However, this is our first Employment & Skills Plan.

4. Current Position

- 4.1 The Plan has been developed following extensive consultation.
- 4.2 It sets out our commitment over the next 3 years. The 2022-23 action plan includes the key areas for development in year 1.

5. Options

- 5.1 That Board approve the Employment and Skills Plan

This is the recommended option

- 5.2 That Board do not approve the Employment and Skills Plan.

This is not the recommended option as the plan has been subject to extensive consultation and the outcomes of the Strategy have been aligned to Berneslai Homes Strategic Plan and the Barnsley 2030 objectives.

6. Consultations

6.1 Consultation has been undertaken via:-

- Tenant Voice
- Board
- EMT
- Trade Unions
- Involved Staff

6.2 The Council's Head of Employment & Skills has provided comments on the draft plan.

7. Customer Views and Feedback

7.1 Customer Views and Feedback were sought as part of the consultation and reflected within the strategy.

8. Equality and Diversity

8.1 Taken into consideration when drafting the strategy.

8.2 Any new developments identified within the Action Plan will be subject to equality analysis as and when required.

9. Data Privacy

9.1 There are no data protection issues arising directly from this report.

10. Risks

10.1 Financial

There is currently no dedicated staffing resource to lead on employment & skills within the Company. There is a significant risk that the opportunity to secure grant funding is being missed. This will be important over coming months as the Shared Prosperity Fund Investment & Levelling Up funding is rolled out.

Many of the initiatives included in the plan are funded by one-off resource such as reserves and grants. Continuation of the initiatives in the medium term requires further funding to be identified. For example, the Achieve Programme supporting tenants to get ready for work is only funded to October 2023 and there is a significant risk that the staffing & infrastructure around this programme will be lost unless longer term funding is secured this year.

10.2. Regulation and Compliance

The action plan includes work on professional standards which will be developed and implemented to comply with the outcome of DLUHC's Professionalisation Review.

10.3 Operations

Activity on employment & skills is undertaken in all Company Directorates. There is a risk that our approach is not coordinated. The 2022-23 Action plan includes the establishment of a cross cutting working group to mitigate against this risk.

10.4 Reputational

This Plan will enhance our reputation as an exemplar Employment & Skills organisation by clearly setting out what we deliver & our commitments moving forward.

10.5 Change

There are potential opportunities arising from the Share Prosperity Fund. The Company requires increased strategic focus on employment & skills to ensure any opportunities are realised.

11. Financial Implications/Value for Money

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

12. Employee Implications

12.1 Managers & staff across Berneslai Homes demonstrate a strong commitment to employment & skills through their support for the schemes we deliver, including the Kickstart Programme, Graduate Trainee Programme, apprentices and schools' engagement.

12.2 To ensure an increased strategic focus on employment & skills and provide a resource to develop and bid for grant funding a dedicated manager is required. The potential to introduce such a post will be considered as part of EMT wider discussions on the Company structures.

13. BMBC Strategic Alignment

13.1 The outcomes of the Employment & Skills Plan and the contributions it makes to the wider economy are aligned to the Barnsley 2030 objectives and the More & Better Jobs Taskforce 2021- 2024 Employment & Skills Strategy.

14. Proposal

14.1 That the Board approves the Employment & Skills Plan 2022 to 2025.

15 Implications for and contributions to Zero Carbon

15.1 The Action Plan includes a task to 'develop our approach to Green Jobs' so we are well placed moving forward to deliver investment to improve energy efficiency.

16. Glossary
- 16.1 DLUHC – Department for Levelling Up, Housing and Communities
Shared Prosperity Fund – Government funding to replace European grants (e.g., ESF, ERDF)
17. List of Appendices
- 17.1 Appendix A – Employment & Skills Plan 2022-25
18. Background Papers
- 18.1 More & Better Jobs Taskforce 2021- 2024 employment & skills strategy.



Employment and Skills Plan 2022-25



OUR VALUES

Everyone who works for Berneslai Homes will embrace these values and make them relevant to their role, which have been tailored to this strategy.

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

We will provide opportunities to help people 'Get Ready for work', 'Get into work' and 'Get on in work'.

Can do attitude

We will seek out opportunities to work with others & bid for external funding to maximise the difference we can make.

Curious

We will find out what the barriers to work are for our tenants and aim to help reduce them. We will learn what works elsewhere and pilot in Barnsley.

STRATEGIC PURPOSE

- As a key anchor organisation we are committed to supporting Barnsley Council's Employment & Skills Strategy (More and Better Jobs). Improving opportunities for employment & training is one of the 6 key priorities in our 2030 Strategic Plan.
- Now more than ever, following the COVID 19 pandemic, it is essential that we effectively contribute to the growth and productivity of the Barnsley economy.
- We ensure that the approaches adopted are fully aligned with partners across the borough to achieve the maximum outcomes for the borough and our customers.
- This plan brings together all aspects of our work in this area, looks at the opportunities to further develop, to work with partners and bring additional grant resources into the borough.



Our 2030 Ambitions



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



10% of BH workforce being apprentices by 2030.



100% of our apprentices secure a permanent position.



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



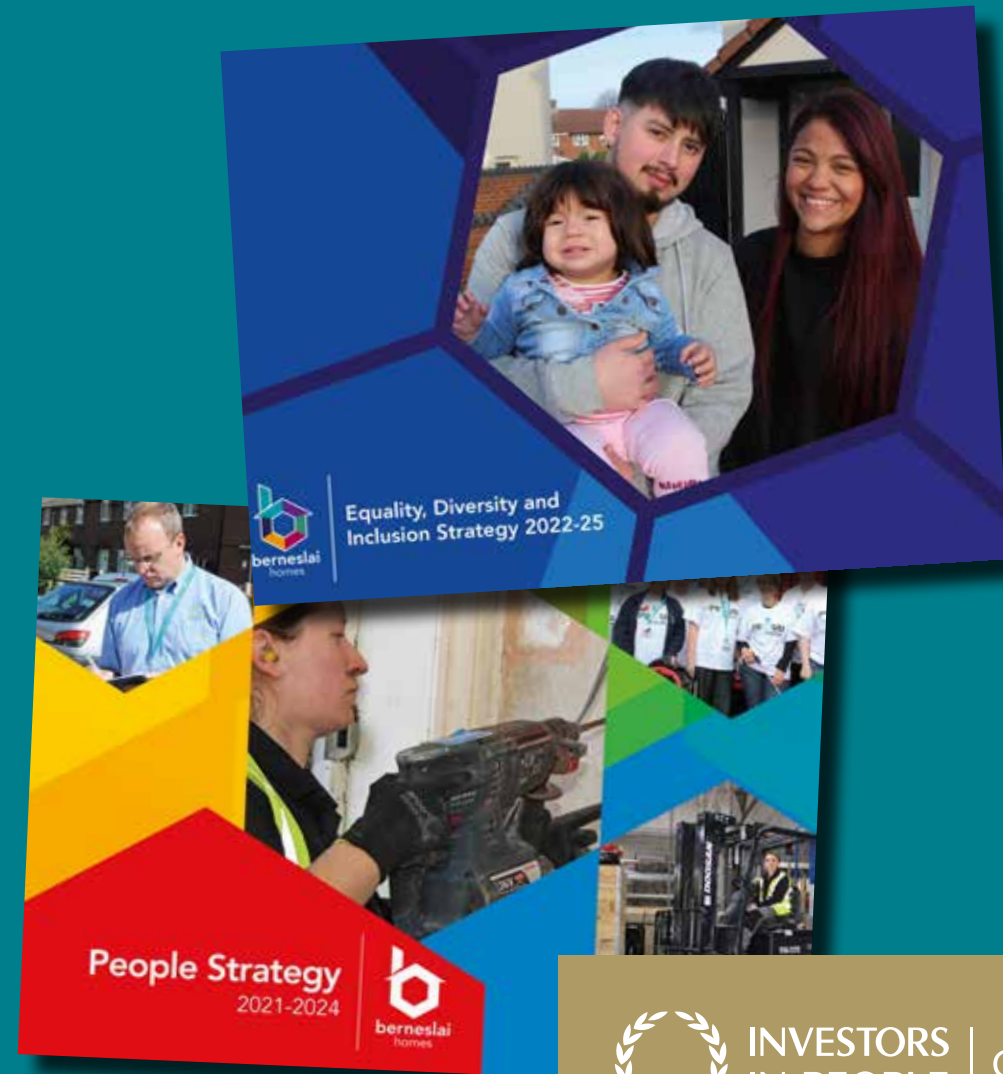
All tenants using the internet by 2030.



200 tenants supported each year to get ready for work.

CONTEXT

- We have a strong track record of investing in employment & skills in Barnsley.
- Around 80% of our 500 employees live in the borough and over 70% of our funds are spent locally.
- We have been accredited as an Investor in People since 2005 maintaining the Gold Award since 2014.
- We actively deliver against the Council's Employer Promise and our Property, Repairs and Improvement Partnership (PRIP) Social Value Commitments.
- We aspire to build upon our current successes with greater emphasis on supporting our tenants into employment.
- This plan sits alongside our People Strategy and our Equality, Diversity and Inclusion Strategy.



INVESTORS
IN PEOPLE | Gold

PARTNERS WE WORK WITH

We already work with a wide range of partners and we will look to extend our reach.





Get **READY** for work



Get **INTO** work

KEY THEMES

The plan sets out how we will enable our tenants, staff and the wider community to:



Get **ON** in work

GET READY FOR WORK

Our Commitment 2022-25

- Schools engagement including support with CVs, mock interviews, careers cafes and work place visits.
- Work experience placements across the Company and aim to make the offer of a reference as part of the package.
- Build stronger links with local colleges and universities and offer student placements.
- Help for tenants with CVs, application forms and interview practice.
- Take part in jobs fairs and careers events such as Ambition Barnsley (IKIC) and Barnsley MBC Jobs Fair.
- Offer mentoring sessions for the young unemployed in partnership with DWP.
- Continue to deliver our Achieve ESF funded scheme in partnership with the Council providing our tenants with specialist support around employment, training and digital skills.



GET READY FOR WORK

Our Commitment 2022-25

- Deliver flexible support to match tenants aspirations and remove the barriers to working e.g. taster sessions.
- Provide access to digital sessions supporting tenants to get online.
- Sign post tenants to advice on the impact of work on benefits to help demonstrate the extra income you can receive by working.
- Develop skills & confidence through tenant engagement.
- Self Employment programme – encourage start ups or existing businesses via signposting to business advisors.
- Take part in community events to publicise opportunities at Berneslai Homes.
- Promote adult training opportunities and encourage tenants to plan ahead e.g. parents with children start a qualification now as they take time.



GET INTO WORK

Our Commitment 2022-25

- Craft Apprenticeships offering up to a 4 year training programme to achieve up to an NVQ 3 qualification.
- Construction office apprenticeships – a 2 year training programme leading to an NVQ 2 or 3 qualification.
- Office apprenticeships (overcoming barriers) – a 2 year training programme leading to an NVQ 2 or 3 qualifications.
- Graduate trainees - a minimum of a 2 year programme leading to a level 4/5 qualification.
- Community refurbishment scheme with BCB scheme providing training in basic construction skills and a level 2 qualification.
- Complete the delivery of the Kickstart scheme providing 30 placements for young people.



GET INTO WORK

Our Commitment 2022-25

- Support care leavers into apprenticeships.
- Include social value requirements for apprenticeships in Company procurements.
- Hold recruitment events/open days.
- Remove barriers to securing a job with us - for example check if qualifications are essential, adverts in plain English.
- Continue to offer flexible working and reasonable adjustments.
- Local spend – encourage spend with tenant start ups.
- Actively consider developing additional trainee positions.



GET ON IN WORK

Our Commitment 2022-25

- Personal Development reviews which identify training needs and aspirations.
- We have a comprehensive leadership development model including the High Performing Leaders Programme.
- We will embed Professional standards throughout the Company.
- Company Behavioural Competency Framework.
- Succession planning approach.
- Significant investment in training and development including full use of the apprentice levy.
- We will retain a skilled and flexible workforce which is responsive to change.
- We will embed a coaching culture building on the current training & practice.



GET ON IN WORK

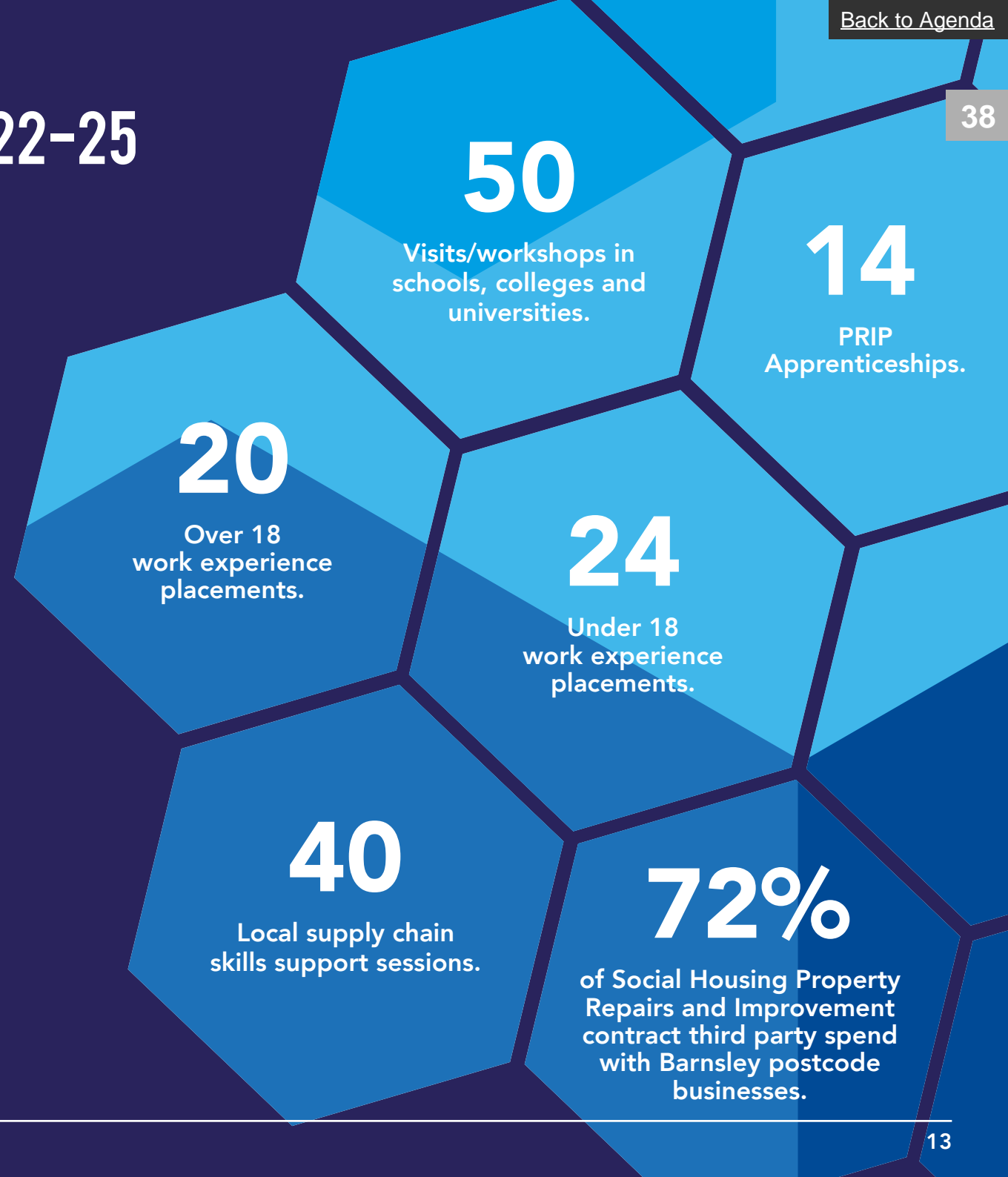
Our Commitment 2022-25

- Clear Career pathways.
- Joint working with Wates on skills.
- Working from home (WFH) ensure does not impact on young people's progression- visibility to EMT/SMT/managers.
- Job shadowing opportunities.
- Support systems when working from home.
- Review Graduate trainee programme to promote better career pathways.
- Green jobs – monitor how the sector progresses and develop skills to match.
- Provide IT training opportunities for staff - Microsoft packages, SharePoint, Teams.
- Review the success of career graded posts and consider offering more opportunities.



SUCCESS MEASURES 2022-25

- ✓ We will employ as a minimum 7% of our workforce as apprentices by 2025.
- ✓ 90% of apprentices will gain ongoing employment with the Company.
- ✓ We will spend 100% of our apprentice levy.
- ✓ We will have a retention rate of over 90% on our Kickstart Scheme and 75% of Young People will achieve a positive outcome.
- ✓ We will meet our annual PRIP Social Value commitments (see images).
- ✓ We will meet the targets for our Achieve ESF Project.



2022/23 ACTION PLAN

39

Undertake a tenant survey on barriers to employment.

Promote better career pathways including a review of the Graduate Programme.

Set up a cross company Employment and Skills coordination and steering group.

Return to pre Covid levels of face to face engagement activity and work placements.

Identify funding for an Employment & Skills manager to develop schemes & bid for grant monies.

Implement the recruitment review.

Consult with existing partners and identify potential new partners to maximise our impact.

Build stronger links with local colleges and universities and offer student placements.

Set up a scheme to help tenants - CVs, application forms and interview practice.

Sign post tenants to opportunities and advice on jobs.

Develop our approach to increasing apprentices/trainees in the workforce and commence implementation.

Apprenticeship 'asks' built into Company procurements.

Develop Professional Standards and start to embed throughout the Company.

WFH ensure does not impact on young people's progression - visibility to EMT/SMT/managers.

Green Jobs - develop our approach.



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, BARNSELEY, South Yorkshire S70 2RD.

May 2022



Creating great homes and communities
with the people of Barnsley

Report Title	Contributions to Council Housing supply through Acquisitions, Newbuild and Conversions	Date	19 May 2022
Report To	Berneslai Homes Board	Confidential	
Report From	Executive Director of Property Services	Contact	Arturo Gulla Arturogulla@berneslaihomes.co.uk

1. Purpose of report	<p>This report provides a position statement on the contribution made by the Council's Housing Growth Team in conjunction with Berneslai Homes to the supply of council housing through a number of developments, acquisition and conversion / refurbishment initiatives.</p> <p>The aim being to improve the housing offer and choice, maintain stock numbers, support economic growth and help deliver the Council's Housing Strategy.</p>
2. Recommendation/s	<p>That the Board review the various programmes and consider the context together with the progress made.</p>

3. Introduction/Background

- 3.1 This report outlines the various programmes delivered by the Council's Housing Growth Team in conjunction with Berneslai Homes. The underlying aim of these initiatives being to improve the council housing offer, maintain/ minimise the losses to council housing stock numbers, support economic growth and help deliver the Council's Housing Strategy for the community.
- 3.2 At the beginning of the financial year 2021 / 22 the council's housing stock was 18,264 and this reduced to 18,095 at the year end March 2022. This represents a drop of 169 units.
- 3.3 The responsibility for all new direct build council house activity transferred back into the Council in June 2018 having previously been delivered by Berneslai Homes.
- 3.4 The responsibility for the delivery of the acquisition programmes passed to the BMBC Housing Growth Team in April 2020. However, Berneslai Homes still has a significant role in managing and implementing any remedial work required to bring acquired properties up to a lettable standard.
- 3.5 Acquisition Programmes can be divided into four categories:
 - Section 106 new build acquisitions,
 - General one-off acquisitions, to support the Council's Empty Homes strategy otherwise known as Purchase and Repair, to bring back into use.
 - Other new build off the shelf / refurbishment acquisitions.
 - Repurchase of former Council owned homes.
- 3.6 The final element of current programmes is the conversion of former commercial property and redundant buildings for residential use. Berneslai Homes Asset Management Team have successfully delivered this programme, converting redundant estate shops, area offices and community buildings. The number of units created through this route has reduced in recent years as the number of available and suitable buildings in council ownership has decreased.
- 3.7 Right to Buy sales generate capital receipts, part of which, under government rules, must be spent on replacement properties or paid back to the government. Under these funding rules, expenditure that utilises the Right to Buy capital receipts must be matched by a two thirds contribution from other HRA funds.
- 3.8 In the same period the need and demand for good quality council and social housing has remained high. Over 9,500 households were registered on Homeseeker at the beginning of March 2022.
- 3.9 The above programmes support the Barnsley Housing Strategy to 2033 and its associated Delivery Plan. The programmes support all 5 strategic objectives of the housing strategy including:

- To support new housing development which creates a thriving and vibrant economy.
- To ensure the design and delivery of new high quality, desirable and sustainable homes.
- To make best use of / improve the existing housing stock in Barnsley.
- To develop strong, resilient communities.
- To support younger, older and vulnerable people to live independently.

The programmes also support the Council's Economic Renewal Action Plan through supporting housing growth and local investment.

4. Current Position

4.1 **New Build Acquisitions** (Section 106 and off the shelf direct from developer)

- 4.1.1 The Council has an Affordable Housing Supplementary Planning Document policy which requires developers of new build housing to provide a proportion of affordable housing on new build sites, above a minimum threshold, and is dependent on the location of the development within the borough. These are known as Section 106 properties.
- 4.1.2 A successful HRA Section 106 acquisitions programme has been running since 2014. We have acquired 98 new build homes using this mechanism. The properties have been purchased at below market cost per dwelling. This represents excellent value for money and the lead time between commitment and completion is short. The development risk associated with direct delivery is also minimal.
- 4.1.3 All of the properties purchased have been let as council houses at social rent levels, making them affordable for all.
- 4.1.4 Below is a summary of the last S106 properties to be received into the housing stock.

Development Heysham Court Monk Bretton

5x 2bed bungalows

Handed over Dec 2020



Ravenfield Court Smithies

1x 2bed bungalow

3 x 3 bedroom houses

Handed over Feb 2021



4.1.5 The mix and type of Section 106 properties is pre-set by agreement between the developer and the Council as part of the planning application approval process. Developers offer S106 properties to the Council or Housing Associations in a variety of ways. Some developers have regional agreements to sell all properties to one Housing Association, some are competitively tendered, and others choose to negotiate.

4.1.6 Often there is a lengthy time gap between the completion of Section 106 agreements between the developer and Council, the subsequent selection of a purchasing partner by the developer and the actual delivery of the units themselves.

4.1.7 The Council has earmarked £600,000 of S106 monies to spend on the acquisition of affordable homes across the borough. The S106 pots are not time limited, however the Council will look to identify opportunities as soon as possible. The number of units purchased will depend on the individual purchase price (informed by a valuation from a Chartered Surveyor), and any repairs required to bring the property up to a lettable standard.

4.1.8 The following S106 acquisitions are in the pipeline:

The Grange, Pilley (from Rouse Homes)

- 2 x 2-bed houses
- Anticipated handover in May 2022

Lidgett View, Pilley (from Avant Homes)

- 3 x 3-bed houses
- Anticipated handover in November 2022

4.2 Other one off Acquisitions

4.2.1 A successful acquisitions programme has been running since 2012 within the Housing Revenue Account (HRA). This programme has acquired over 300 properties during this time with 13 during 2021/22.

4.2.2 The following strategic goals have been agreed by the Council for the acquisition of individual properties:

- Empty Properties – Acquisitions of long-term empty properties (6 months or more). Aimed at the strategic need to reduce the number of such properties within the borough and contributing towards Council targets. These acquisitions have utilised Homes England – Empty Homes Grant up to £25,000 per dwelling. Over 100 properties have been acquired under this programme and this has met the targets agreed with Homes England. This funding was also available and used to fund conversions. Funding for this programme ended in March 2021
- Former Right-to-Buy Properties – Properties are regularly offered back to the Council for re- purchase. This may be because the owner has passed away, there has been a family breakdown or because the owner has run into financial difficulties. The Council also has a statutory ‘Right of First Refusal’ on all properties sold under Right to Buy for a period of 10 years after sale. There are often good practical and economic reasons for repurchasing.
- Properties offered by Housing Associations – Several Housing Associations are seeking to rationalise their rented housing stock in the borough. The Council is regularly approached to see if it would wish to purchase, prior to the properties being sold on the open market. Most Housing Associations will sell such properties at auction, often to the buy to rent market.

Other Strategic Acquisitions – Occasionally it is advantageous to make strategic acquisitions, for example that might enable a tenant to move from a property, releasing access to a council area of land for development. Going forward it is proposed to expand this theme to include support to future neighbourhood-based regeneration activity. This is likely to play a significant role in the remodelling of the housing market in Goldthorpe currently underway.

4.3 Other New Build and Conversion / Refurbishment Acquisitions

4.3.1 Berneslai Close (Former Council Offices Town Centre)

Macarthy and Stone a specialist private sector Older Persons leasehold housing provider is developing on the site of the former Council Offices at Berneslai Close. This is an attractive area within the conservation area just off the town centre. The site sits next to our own independent living scheme at Churchfields. A small part of the council buildings is to be retained as they are of special architectural significance, being the former entrance to the Becketts Hospital. Berneslai Homes has been in detailed discussions with the Council and developer about owning and refurbishing the block as a rental offer. The building would contain 9 Apartments being 5 x 1 beds and 4 x 2 beds. Timescales are dependent on the wider development and remedial work to the

block following demolition of the adjoining building. Report submitted to Board and decision taken not to proceed.

4.4 We continue to work closely with the Council to consider other new build stock acquisitions where they can actively promote housing growth by providing viability to housing schemes that would otherwise not proceed or where the housing offered might support other defined need for example that arising from the Older Persons and Vulnerable Adults needs assessment.

4.4 Both acquisitions and new build are subject to the Right to Buy. This is to some extent protected by the 'cost floor'. This means that the price including discount under the RTB legislation cannot fall below the sum spent acquiring and developing

4.6 **Direct Development by BMBC**

4.6.1 The BMBC Housing Growth Team have taken over responsibility for the direct delivery of New Build Development Schemes of mixed tenure and social housing rented projects.

4.6.2 There is also a pipeline of newbuild projects including:
 St Michaels Monk Bretton, a mixed development of 35 units 16 Social Rent, 6 Market Rent and 13 for outright Sale. Start on Site Jan 2022 Practical Completion May 2023

Laithes Lane, Athersley South a Social rent development of 7 bungalows
 Start on Site Nov 2021 Practical Completion July 2022.



Billingley View, Bolton on Dearne, a Social Rent development of high energy efficiency 16 houses, Start on Site Jan 2022 Practical Completion Dec 2022.



Market Street Goldthorpe, at pre-planning stage 9 social rent dwellings 3 bungalows & 6 houses

The confirmed schemes above will add 39 units to council stock when complete over the next 1-2 years.

- 4.6.3 Direct development offers significant social value benefits training, employment, and local procurement elements directly into the project
- 4.6.4 It also allows for bringing forward what might otherwise be judged as marginal sites to act as a primer and growth point to generate development interest and stimulus in an area.

4.7 Summary additions and losses to HRA Stock 2019/2020 and 2020/ 2021

	2020/2021	2021/2022	Committed pipeline 2022 >	Comment
Stock at Start of Year April 1st	18329	18264		
Additions to Stock				
Section 106 Newbuild	0			
Other off the shelf Newbuild Acquisitions	9			Heysham Ct Monk Bretton (5) Ravenfield Court Smithies (4)
Newbuild development by BMBC (social rented housing)	3			Kenworthy Road, Worsbrough (3)
Pipeline New Development BMBC	-		39	16 units St Michaels, Monk Bretton 2022/3 16 units Billingley View 2022/3 7 units Laithes Lane, Athersley 2022/3
Purchase and Repair Homes England Grant Funded Acquisition	-			Switch to use of RTB receipts for individual acquisitions in 2020/2021
Other Acquisitions	20	13		Programme reduced due to pandemic limitations.
Commercial to Residential Conversions	2			25 John Street & 1 Upton Close in 2020/21

	2020/2021	2021/2022	Committed pipeline 2022 >	Comment
Bedsit >1 bed conversion	-	1		Upton Close
Total Increases	34	14		Total Stock increases over 2 years 48
Reductions in Stock				
RTB Sales	98	182		8 20/21 9 21/22 Leasehold (Flats) 90 20/21 173 21/22 Freehold (houses)
Removal from debit because of conversion	1	1		20/21 John Street 21/22 Woodhall Flats
Demolitions	0	0		
Total Reduction	99	183		Total Stock reduction over 2 years 282
Net Increase / Decrease in Stock	-65	-169		Total Net Reduction over 2 years 234
Stock at year end	18,264	18,095		

Notes on Table

1. Covid-19 precautions has had a slowing effect on both the delivery of programmes and the take up of Right to Buy in 2020/21.
2. As anticipated pent-up demand being released as Covid-19 restrictions and precautions are reduced is evident with Right to Buy's at 17/18 level.
3. The switching of programme delivery from Berneslai Homes to the Housing Growth Team has taken time to settle and this has been further exacerbated by the limitations set by Covid-19 precautions. The NPS agreement with the Council ceased resulting in services being transferred back into the Council from the start of 2021/22.
4. The construction industry has been hit hard by the pandemic in terms of the procurement of new contracts, material supply and the escalation of construction prices.
5. Funds could be available via the Continuous Market Engagement (CME) process, but this is significantly more difficult to administrate than the use of RTB receipts. The Council has had discussions with Homes England, but we do not have any current plans to apply for funding through the Continuous Market Engagement (CME) process.
6. Commercial to residential conversions and the two for one conversions of bedsit properties are reducing as the number of suitable and economically viable opportunities within council ownership are limited.

5. Options

- 5.1 This report is focussed on the recent programme and current position. As such it does not consider options. However the success of individual programmes may cause BMBC to consider where the priority for added value can be achieved.

6. Consultations

- 6.1 Each project at its inception and throughout the development process as the design is developed is subject to a full consultation approach to determine the form of development and the makeup of property types. This includes engaging Berneslai Homes as representative of the client and final customer for social housing developed and customer feedback post completion feeding into future projects.

7. Customer views and feedback

- 7.1 See above

8. Equality and Diversity

- 8.1 Working to improve housing choice, quality and availability contributes to creating sustainable communities.

9. Data Privacy

- 9.1 The content of this report does not involve the processing of personal data.

10. Risks: -

10.1 Financial

This report does not cover any aspect of capital budget or value for money of the projects and programmes described. This is dealt with in the individual reports that describe and seek budget approval for their delivery.

Responsibility for the management of and monitoring of capital programmes against the relevant budgets' rests with the council department.

11. Financial Implications/Value for Money

- 11.1 This report does not cover any aspect of capital budget or value for money of the projects and programmes described. This is dealt with in the individual reports that describe and seek budget approval for their delivery.

- 11.2 Responsibility for the management of and monitoring of capital programmes against the relevant budgets' rests with the council department.

12. Employee Implications

- 12.1 There are no employee implications arising directly from this report

13. BMBC Strategic Alignment

- 13.1 The projects and programmes described in this report originate and are given strategic direction from the relevant BMBC Housing Strategies and Senior Officers within BMBC

14. Proposal

- 14.1 That the Board review the various programmes consider the context together with the progress made.

15. Implications for and contributions to Zero Carbon

- 15.1 The Councils commitment to energy efficiency, the reduction of fuel poverty for tenant and the movement towards Zero Carbon is built into the design elements of the schemes and programmes identified.

16. Glossary

- 16.1 HRA Housing Revenue Account
CME Continuous Market Engagement

17. List of Appendices

- 17.1 None

18. Background Papers

- 18.1 None



Creating great homes and communities
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Agenda Item No.	
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Report Title	Governance Update	Date	19th May 2022
Report To	Board	Confidential	No
Report From	Head of Governance and Strategy	Contact	samantharoebuck@berneslaihomes.co.uk

1. Purpose of report	To update Board on key governance issues.
2. Recommendation/s	<p>The Board are requested to: -</p> <ul style="list-style-type: none"> • Note the update on the successful recruitment of two new Board members • Provide comment on the updated new skills matrix for Board • Note the new Board member expenses policy attached in decision time • Approve the revised Terms of Reference for the Remuneration Committee

3. Introduction/Background

- 3.1 The purpose of this report is to provide an update to Board on a range of governance issues. This report builds on the previous reports and changes made in governance and provides an update on current Board membership recruitment.

4. Current Position

Board recruitment

- 4.1 The Board approved the recruitment of new Board members in September 2021.

	Position	Retirement Date
Gary Ellis	Board member and Chair of Audit and Risk	September 22
Councillor Caroline Makinson	Cllr Board Member	September 22 – now extended to September 23
Liana Khachatryan	Tenant Board Member	September 22

4.2 Recruitment Update

Chair of Audit and Risk

The role has been advertised and interviews have taken place for this position. The second round of recruitment has proved successful, and we have appointed Adam Hutchinson. Adam will be mentored by Gary Ellis and will formally take over the role from the AGM on the 29th of September 2022, following a successful probationary period.

Councillor Board member

At the last Board Meeting Caroline Makinson was extended to September 2023. Discussions will commence later this year with the council with regards to a successor for Caroline.

Tenant Board Member

The recruitment for our tenant Board member has taken place. Following a focus group with members of our Tenant Voice Panel and a formal interview we have been successful in appointing Eric Smith. Eric will commence in the training role this month and will require a volunteer mentor from Board. Eric will formally take over the role of Tenant Board member from Liana Khachatryan from the September AGM, following a successful probationary period.

4.3 Board skills Matrix

As part of our agreed actions from our assessment against the NHF (National Housing Federation) Code of Governance, it was agreed the Board skills matrix would be reviewed to ensure this was still relevant. The Board skills matrix has now been reviewed and updated to ensure this meets our ambitions within our Strategic Plan and the changes in the external environment.

The revised skills matrix will ensure we have the skills across the Board that will ensure we are in a strong position to deal with the regulatory changes

coming into force and to ensure we have the skills, knowledge and experience to support the Executive in delivering on our new Strategic Plan.

The skills matrix will be issued to all Board members as part of the PDR process. When a Board member is due to retire the matrix will be used to identify any potential gaps their departure will leave in the recruitment process. The revised matrix is attached at Appendix A.

4.4 DTP Review – 2 years on Update

As reported at last Board, we have invited DTP to carry out a light touch review of our new governance arrangements and to make any further recommendations for improvement.

The light touch review will now include Angela Lomax observing Board on the 19th of May, a survey being issued to all Board members with follow up 121 sessions, a discussion with the Executive Management Team and a light touch review of documentation.

A report from the review and a presentation will be made to Board at the next Board meeting on the 21st of July 2022.

4.5 Update on Policies and Terms of Reference

A Board Expenses Policy has been produced to ensure that we have a clear policy in place to ensure that Board members are reimbursed for out-of-pocket expenses whilst carrying out their duties. This has been approved by the Remuneration Committee and Chair of the Board and is now included in Decision Time under Resources in the Board handbook for all Board members - [Click this Link to view Expenses Policy in Decision Time Resources](#)

As part of the actions from our self-assessment against the NHF code of Governance, it was agreed that the Remuneration Committee Terms would be reviewed and updated to include the Committee's involvement in the recruitment of Board members. The Chairs have all been consulted on the revised Terms and these are attached at Appendix B for Board approval.

5. Options

- 5.1 Board could decide not to approve the revised Terms of Reference; however, this is not the recommended option as consultation has taken place with Chairs to ensure this meets the requirements of the Board.

6. Consultations

- 6.1 Consultations have taken place with the Chair of the Board and Committee Chairs about the expenses policy and revised terms of reference.

7. Customer views and feedback

- 7.1 This report is an update around the governance of the Board and therefore customer views have not been sought specifically for this report. Customers have been engaged with as part of our recruitment process for a tenant

Board member and engaged tenants were included in the selection process of the new Tenant Board member.

8. Equality and Diversity

- 8.1 The recruitment of new Board members provided an opportunity to further diversify the Board. The recruitment pack actively encouraged applications from under-represented groups.

9. Data Privacy

- 9.1 This data does not involve the processing of personal data.

10. Risks: -

- 10.1 Financial there is limited financial impact for this report, in-house Board recruitment minimises costs. There were additional costs for the support from EMA recruitment for the specialist role of Audit and Risk Committee Chair, but this has been managed within existing budgets.

- 10.2. Regulation and Compliance – Effective succession planning and Board skills and development ensures that Berneslai Homes complies with the NHF Code of Governance. The regular review of Terms of Reference of Committees ensures we have good governance in place.

- 10.3 Operations – none identified

- 10.4 Reputational - Excellent governance at Berneslai Homes will sustain the reputation of the company with all stakeholders. The Service Director from the council was involved in the recruitment of our new Board members.

- 10.5 Change - The need for ongoing development and change is important to ensure we have effective governance across the organisation.

11. Financial Implications/Value for Money

- 11.1 The cost of the Board recruitment was accommodated within the Management Fee.

12. Employee Implications

- 12.1 There are no employee implications arising directly from this report.

13. BMBC Strategic Alignment

- 13.1 The report aligns to the requirements from BMBC (Barnsley Metropolitan Borough Council) for the effective governance of Berneslai Homes. The revised skills matrix will ensure we continue to support the council in delivering their objectives around Healthy Barnsley, Learning Barnsley, Growing Barnsley, Sustainable Barnsley.

14. Proposal

14.1 The Board are requested to: -

- Note the update on the successful recruitment of two new Board members
- Provide comment on the updated new skills matrix for Board
- Note the new Board member expenses policy attached in decision time
- Approve the revised terms of reference for the Remuneration Committee

15. Implications for and contributions to Zero Carbon

15.1 No specific zero carbon implications from this report

16. Glossary

16.1 N/A

17. List of Appendices

17.1 Appendix A – Revised Skills Matrix

17.2 Appendix B - Updated Remuneration Committee Terms of Reference

Board Skills Matrix

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Technical skills, knowledge and experience required on the Board

This matrix defines the skills required of the Board to meet the needs of the new Strategic Plan, and regulatory compliance.

For each governance area, we have specified the number of Board members required to have an expert, proficient or working knowledge of each skill at level 4, defined below as strong/adequate up to date knowledge and skills.

Level of proficiency score:

4	Strong/adequate up to date knowledge and skills
3	Knowledge/skills means understands details of Board papers and can contribute to Board discussion but requires further development
2	Skills gap
1	No knowledge or skills

Core skills and Experience	No. of Board Members required with strong/adequate up to date knowledge and skills (level 4)
Direct knowledge of the tenant experience and residents needs and concerns	X 4
Knowledge of (and links within) Barnsley and the communities served by Berneslai Homes	X4
Governance and Leadership	X5
Strategic Management, including Quality Assurance, Performance and Change Management	X3
Technology and Innovation, IT and cyber security, Information Governance	X1
Compliance with ED and I, Data Protection, Health and Safety, company law	X1
Accounting (1 x qualified accountant)	X1
Business management skills, including risk management, internal control assurance, and business continuity	X1
Experience of financial management, financial reporting, and control systems	X1
DLO Services (repairs and maintenance)	X1
Zero carbon and sustainability	X1
Building Safety and Compliance (keeping customers safe)	X1
Growth of homes and services within the social housing sector	X1
Knowledge of the operating environment of the social housing sector and its regulation	X3
Housing management, including lettings, Income, ASB	X3
Improving opportunities for employment and training	X1
Desirable skills and experience	
Strategic human resources and organisational development	
Community development and capacity building	
Procurement	
PR, marketing, media, and communications	
Supported housing, and links with health services	
Property development	



TERMS OF REFERENCE FOR REMUNERATION COMMITTEE

1. Constitutional Authority and Purpose	<p>1.1 The Remuneration Committee (the “Committee”) is a sub-committee of the board of Berneslai Homes.</p> <p>1.2 The overall purpose of the Remuneration Committee is:</p> <ul style="list-style-type: none"> • To advise the Board (and within any remit set by the Board from time to time, make decisions) on matters concerning the recruitment, selection and appointment of the chief executive and on appointments to the board and committees. • To advise the Board (and within any remit set by the Board from time to time, make decisions) on matters concerning the remuneration and appraisal of the chief executive and non-executives; on the annual pay award to staff; and on any other HR arrangements and policies.
2. Composition	<p>2.1 The Committee shall consist a minimum of three members of the board.</p> <p>2.2 The Chair of the Board and Chief Executive will not be a member of the Committee but will be invited to attend.</p> <p>2.3 Committee Members will be the Chair of the Audit and Risk Committee, the Independent Board Member of the Customer Services Committee and the Senior Independent Director (Deputy Chair). The mode and manner of the appointment shall be as the Board may from time to time agree subject to compliance with Section 2.1.</p> <p>2.4 The Committee shall at their meeting and at each Remuneration Committee Meeting after an Annual General Meeting appoint a Chair from their Members, to hold office until immediately after the next Annual General Meeting and may at any time remove them from the office.</p> <p>2.5 Committee Members are to hold office until the term of office for which they have been appointed expires, they resign or are removed by the Board.</p> <p>2.6 If the Chair is not present within five minutes from the time the meeting is due to commence or are unwilling to act, another member of the Committee may be nominated to chair that meeting.</p> <p>2.7 Employees of Berneslai Homes are not eligible to serve on this</p>



	<p>Committee, however, officers shall attend to support and serve the Committee as required.</p> <p>2.8 Specialists may be co-opted to provide particular expertise as and when required, to be approved by the Board.</p>
3. Meetings and Quorum	<p>3.1 The quorum for a Committee meeting shall be three, of which they must be all non-executive members of the Board.</p> <p>3.2 The Remuneration Committee will meet as and when required and its proceedings and decisions shall be reported to the Board.</p> <p>3.3 The Committee shall abide by all the rules relating to the calling of meetings and the conduct of business contained in the rules of Berneslai Homes and in respect of contract procedure rules, policies and code of conduct relating to boards and board members.</p> <p>3.4 Other Board members and officers have the right to attend the Committee meetings if invited by the Chair of the Committee.</p> <p>3.5 Board members and officers cannot attend any part of a committee meeting at which their own position is being discussed, except by invitation. No member of the committee or person in attendance at a meeting will be present or will participate when matters relating to his or her own remuneration or terms and conditions of service are discussed.</p> <p>3.6 The company secretary or their nominee shall act as the secretary of the Committee and will ensure that whenever possible the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to its business.</p> <p>3.7 A Committee Member who:</p> <ul style="list-style-type: none"> misses three consecutive meetings of the Committee; or is absent from at least 60% of the meetings of the Committee in any period of 12 months <p>without the permission of the Committee Members, will if the Board so resolve, be removed as a Committee Member.</p> <p>3.8 At least five working days' notice of all meetings of the Committee will be given to each Committee Member and to the Chair of the Board unless any two members of the Committee certify in writing that, because of special circumstances which are set out in the certificate, the meeting ought to be called as a matter of extreme urgency.</p>
4. Duties and Responsibilities	<p>4.1 The principal duties of the Committee are:</p>



	<ul style="list-style-type: none"> • To have delegated authority to set the Chief Executive and Executive Management Team's salary levels (including any performance or retention related issues). • To make recommendations to the Board on the appointment of the Chief Executive. • To be involved in the recruitment process for members of the Executive Management Team. • To advise on and oversee appropriate contractual arrangements for such staff. • To advise on and make recommendations in respect of redundancy arrangements for the Exec team or departure through performance management or compromise. • To oversee the recruitment of Non Executives in conjunction with the Chair of the Board and make recommendations for appointment to the full Board. • To have delegated authority to set the remuneration levels of the Board (including the Chair), based on recommendation(s) received from an independent source. • To act as disciplinary and grievance hearing panel for the Chief Executive and Executive Management Team, any appeals arising from these processes would be heard by the full Board, excluding the Remuneration Committee members. • To make recommendations to the Board and have oversight of the remuneration of the Chief Executive, Executive Management Team members and non-executives. • To recommend to the Board, and oversee on its behalf, the expenses policy for board members. • To approve significant organisational restructures and any restructures of the Executive Team, • Review the performance of the Chief Executive and receive performance reviews of the Exec Team from the CEO. • To ensure succession plans are in place for Executive Team and other business critical roles • To review current boards and committee memberships to establish how well the Board and committee members collectively cover the skills requirements established. • To agree changes to Board and Committee role profiles, behaviours and expectations. • To gain assurance that succession plans are in place , and make recommendations to deal with the diversity mix and any identified lack a particular skill or experience on boards and committees. • To consider and, if appropriate, recommend any proposals to remove a board or committee member.
<p>5. General Authority</p>	<p>5.1 The Committee is authorised to investigate any activity of Berneslai</p>



<p>and Scope</p>	<p>Homes within its terms of reference and in accordance with any advice or guidance from the Regulator. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any reasonable request made by the committee.</p> <p>5.2 Following prior consultation with the Chair of the Board and, where appropriate, the Chief Executive, the Committee is authorised to obtain legal or other professional advice, which is relevant to its purpose, as it deems necessary and within the relevant budget allocation (if any) allowed for those costs in each year. However, it may incur direct expenditure of £5000 without the prior approval of the Board.</p> <p>5.3 The Committee shall in its decision making, give due regard to any relevant legal or regulatory requirements, and associated best practice guidance, as well as to the risk and reputation implications of its decisions, referring to the Decision-Making Framework for clarification.</p>
<p>6. Review</p>	<p>6.1 The Board has approved these Terms of Reference and they will bind the Committee from 19 May 2022.</p> <p>6.2 At least every two years, the Committee shall review its structure, delegated responsibilities, reporting arrangements, terms of reference and effectiveness and report its conclusions to the Board, including any recommendations for changes.</p>
<p>7. Conflicts of interest</p>	<p>7.1 Any Committee Member having an interest (which shall include interests of Family members) in any arrangement between the Company and another person or body shall disclose that interest to the meeting before the matter is discussed by the Committee. Unless the interest is of the type specified in Sections 7.2 and 7.3 the Committee Member concerned shall not remain present during the discussion of that item unless requested to do so by the remaining members of the Committee. Unless permitted by Sections 7.2.1 and 7.2.2 the Committee Member concerned may not vote on the matter in question, but no decision of the Committee shall be invalidated by the subsequent discovery of an interest which should have been declared.</p> <p>7.2 Provided the interest has been properly disclosed pursuant to Section 7.1 a Committee Member may remain present during the discussion and may vote on the matter under discussion where the interest arises because:</p> <p>7.2.1. the Committee Member is a Tenant Representative so long as the matter in question affects all or a substantial group of the Tenants; or</p>



	<p>7.2.2. the Committee Member is a director or other officer of a company or body which is a parent, subsidiary, or associate of the Company; or</p> <p>7.2.3. the Committee Member is an official or elected member of any statutory body.</p> <p>7.3A Committee Member shall not be treated as having an interest of which the Committee Member has no knowledge and of which it is unreasonable to expect him to have knowledge.</p>
8. Reporting procedures	<p>8.1 The Board will obtain assurance on the committee's work via minutes and regular verbal feedback from the Committee Chair on all of the Committee meetings.</p> <p>8.2 The Chair of the Committee will ensure that key issues are promptly brought to the attention of the Board.</p> <p>8.3 Minutes of each Committee meeting (which record the salient points of the discussions which take place and all decisions which are taken) must be kept and must be produced promptly after the relevant meeting both to that Committee and to the Board.</p> <p>8.4 Minutes of each committee meeting must where possible be circulated to all Board Members in advance of the next Board Meeting. Consideration of these minutes must form an agenda item at that Board Meeting.</p> <p>8.5 The Committee will submit any reports it considers necessary to the Board.</p>



Creating great homes and communities
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Agenda Item No.	
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Report Title	Governance Update	Date	19th May 2022
Report To	Board	Confidential	Yes
Report From	Head of Governance and Strategy	Contact	samantharoebuck@berneslaihomes.co.uk

1. Purpose of report	To update Board on key governance issues.
2. Recommendation/s	<p>Board are requested to: -</p> <ul style="list-style-type: none"> • Approve the appointments of the two new Board members, in principle before their appointment at the AGM in September 2022. • Comment on the updated new skills matrix for Board • Approve the new Board Member Expenses Policy. • Approve the revised Terms of Reference for the Remuneration Committee

3. Introduction/Background

- 3.1 The purpose of this report is to provide an update to Board on a range of governance issues. This report builds on the previous reports and changes made in governance and provides an update on current Board membership recruitment.

4. Current Position

Board recruitment

- 4.1 The Board approved the recruitment of new Board members in September 2021.

	Position	Retirement Date
Gary Ellis	Board member and Chair of Audit and Risk	September 22
Councillor Caroline Makinson	Cllr Board Member	September 22 – now extended to September 23
Liana Khachatryan	Tenant Board Member	September 22

4.2 Recruitment Update

Chair of Audit and Risk

The role has been advertised and interviews have taken place for this position. The second round of recruitment has proved successful, and we have appointed Adam Hutchinson. Adam will be mentored by Gary Ellis and will formally take over the role from the AGM on the 29th of September 2022, following a successful probationary period.

Councillor Board member

At the last Board Meeting Caroline Makinson was extended to September 2023. Discussions will commence later this year with the council with regards to a successor for Caroline.

Tenant Board Member

The recruitment for our tenant Board member has taken place. Following a focus group with members of our Tenant Voice Panel and a formal interview we have been successful in appointing Eric Smith. Eric will commence in the training role this month and will require a volunteer mentor from Board. Eric will formally take over the role of Tenant Board member from Liana Khachatryan from the September AGM, following a successful probationary period.

4.3 Board skills Matrix

As part of our agreed actions from our assessment against the NHF (National Housing Federation) Code of Governance, it was agreed the Board skills matrix would be reviewed to ensure this was still relevant. The Board skills matrix has now been reviewed and updated to ensure this meets our ambitions within our Strategic Plan and the changes in the external environment.

The revised skills matrix will ensure we have the skills across the Board that will ensure we are in a strong position to deal with the regulatory changes

coming into force and to ensure we have the skills, knowledge and experience to support the Executive in delivering on our new Strategic Plan.

The skills matrix will be issued to all Board members as part of the PDR process. When a Board member is due to retire the matrix will be used to identify any potential gaps their departure will leave in the recruitment process. The revised matrix is attached at Appendix A.

4.4 DTP Review – 2 years on Update

As reported at last Board, we have invited DTP to carry out a light touch review of our new governance arrangements and to make any further recommendations for improvement.

The light touch review will now include Angela Lomax observing Board on the 19th of May, a survey being issued to all Board members with follow up 121 sessions, a discussion with the Executive Management Team and a light touch review of documentation.

A report from the review and a presentation will be made to Board at the next Board meeting on the 21st of July 2022.

4.5 Update on Policies and Terms of Reference

A Board Expenses Policy has been produced to ensure that we have a clear policy in place to ensure that Board members are reimbursed for out-of-pocket expenses whilst carrying out their duties. This has been approved by the Remuneration Committee and Chair of the Board and is now included in Decision Time under Resources in the Board handbook for all Board members - [Click this Link to view Expenses Policy in Decision Time Resources](#)

As part of the actions from our self-assessment against the NHF code of Governance, it was agreed that the Remuneration Committee Terms would be reviewed and updated to include the Committee's involvement in the recruitment of Board members. The Chairs have all been consulted on the revised Terms and these are attached at Appendix B for Board approval.

5. Options

- 5.1 Board could decide not to approve the revised Terms of Reference; however, this is not the recommended option as consultation has taken place with Chairs to ensure this meets the requirements of the Board.

6. Consultations

- 6.1 Consultations have taken place with the Chair of the Board and Committee Chairs about the expenses policy and revised terms of reference.

7. Customer views and feedback

- 7.1 This report is an update around the governance of the Board and therefore customer views have not been sought specifically for this report. Customers have been engaged with as part of our recruitment process for a tenant

Board member and engaged tenants were included in the selection process of the new Tenant Board member.

8. Equality and Diversity

- 8.1 The recruitment of new Board members provided an opportunity to further diversify the Board. The recruitment pack actively encouraged applications from under-represented groups.

9. Data Privacy

- 9.1 This data does not involve the processing of personal data.

10. Risks: -

- 10.1 Financial there is limited financial impact for this report, in-house Board recruitment minimises costs. There were additional costs for the support from EMA recruitment for the specialist role of Audit and Risk Committee Chair, but this has been managed within existing budgets.

- 10.2. Regulation and Compliance – Effective succession planning and Board skills and development ensures that Berneslai Homes complies with the NHF Code of Governance. The regular review of Terms of Reference of Committees ensures we have good governance in place.

- 10.3 Operations – none identified

- 10.4 Reputational - Excellent governance at Berneslai Homes will sustain the reputation of the company with all stakeholders. The Service Director from the council was involved in the recruitment of our new Board members.

- 10.5 Change - The need for ongoing development and change is important to ensure we have effective governance across the organisation.

11. Financial Implications/Value for Money

- 11.1 The cost of the Board recruitment was accommodated within the Management Fee.

12. Employee Implications

- 12.1 There are no employee implications arising directly from this report.

13. BMBC Strategic Alignment

- 13.1 The report aligns to the requirements from BMBC (Barnsley Metropolitan Borough Council) for the effective governance of Berneslai Homes. The revised skills matrix will ensure we continue to support the council in delivering their objectives around Healthy Barnsley, Learning Barnsley, Growing Barnsley, Sustainable Barnsley.

14. Proposal

14.1 The Board are requested to: -

- Note the update on the successful recruitment of two new Board members
- Provide comment on the updated new skills matrix for Board
- Note the new Board member expenses policy attached in decision time
- Approve the revised terms of reference for the Remuneration Committee

15. Implications for and contributions to Zero Carbon

15.1 No specific zero carbon implications from this report

16. Glossary

16.1 N/A

17. List of Appendices

17.1 Appendix A – Revised Skills Matrix

17.2 Appendix B - Updated Remuneration Committee Terms of Reference

Board Skills Matrix

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Technical skills, knowledge and experience required on the Board

This matrix defines the skills required of the Board to meet the needs of the new Strategic Plan, and regulatory compliance.

For each governance area, we have specified the number of Board members required to have an expert, proficient or working knowledge of each skill at level 4, defined below as strong/adequate up to date knowledge and skills.

Level of proficiency score:

4	Strong/adequate up to date knowledge and skills
3	Knowledge/skills means understands details of Board papers and can contribute to Board discussion but requires further development
2	Skills gap
1	No knowledge or skills

Core skills and Experience	No. of Board Members required with strong/adequate up to date knowledge and skills (level 4)
Direct knowledge of the tenant experience and residents needs and concerns	X 4
Knowledge of (and links within) Barnsley and the communities served by Berneslai Homes	X4
Governance and Leadership	X5
Strategic Management, including Quality Assurance, Performance and Change Management	X3
Technology and Innovation, IT and cyber security, Information Governance	X1
Compliance with ED and I, Data Protection, Health and Safety, company law	X1
Accounting (1 x qualified accountant)	X1
Business management skills, including risk management, internal control assurance, and business continuity	X1
Experience of financial management, financial reporting, and control systems	X1
DLO Services (repairs and maintenance)	X1
Zero carbon and sustainability	X1
Building Safety and Compliance (keeping customers safe)	X1
Growth of homes and services within the social housing sector	X1
Knowledge of the operating environment of the social housing sector and its regulation	X3
Housing management, including lettings, Income, ASB	X3
Improving opportunities for employment and training	X1
Desirable skills and experience	
Strategic human resources and organisational development	
Community development and capacity building	
Procurement	
PR, marketing, media, and communications	
Supported housing, and links with health services	
Property development	



TERMS OF REFERENCE FOR REMUNERATION COMMITTEE

1. Constitutional Authority and Purpose	<p>1.1 The Remuneration Committee (the “Committee”) is a sub-committee of the board of Berneslai Homes.</p> <p>1.2 The overall purpose of the Remuneration Committee is:</p> <ul style="list-style-type: none"> • To advise the Board (and within any remit set by the Board from time to time, make decisions) on matters concerning the recruitment, selection and appointment of the chief executive and on appointments to the board and committees. • To advise the Board (and within any remit set by the Board from time to time, make decisions) on matters concerning the remuneration and appraisal of the chief executive and non-executives; on the annual pay award to staff; and on any other HR arrangements and policies.
2. Composition	<p>2.1 The Committee shall consist a minimum of three members of the board.</p> <p>2.2 The Chair of the Board and Chief Executive will not be a member of the Committee but will be invited to attend.</p> <p>2.3 Committee Members will be the Chair of the Audit and Risk Committee, the Independent Board Member of the Customer Services Committee and the Senior Independent Director (Deputy Chair). The mode and manner of the appointment shall be as the Board may from time to time agree subject to compliance with Section 2.1.</p> <p>2.4 The Committee shall at their meeting and at each Remuneration Committee Meeting after an Annual General Meeting appoint a Chair from their Members, to hold office until immediately after the next Annual General Meeting and may at any time remove them from the office.</p> <p>2.5 Committee Members are to hold office until the term of office for which they have been appointed expires, they resign or are removed by the Board.</p> <p>2.6 If the Chair is not present within five minutes from the time the meeting is due to commence or are unwilling to act, another member of the Committee may be nominated to chair that meeting.</p> <p>2.7 Employees of Berneslai Homes are not eligible to serve on this</p>



	<p>Committee, however, officers shall attend to support and serve the Committee as required.</p> <p>2.8 Specialists may be co-opted to provide particular expertise as and when required, to be approved by the Board.</p>
3. Meetings and Quorum	<p>3.1 The quorum for a Committee meeting shall be three, of which they must be all non-executive members of the Board.</p> <p>3.2 The Remuneration Committee will meet as and when required and its proceedings and decisions shall be reported to the Board.</p> <p>3.3 The Committee shall abide by all the rules relating to the calling of meetings and the conduct of business contained in the rules of Berneslai Homes and in respect of contract procedure rules, policies and code of conduct relating to boards and board members.</p> <p>3.4 Other Board members and officers have the right to attend the Committee meetings if invited by the Chair of the Committee.</p> <p>3.5 Board members and officers cannot attend any part of a committee meeting at which their own position is being discussed, except by invitation. No member of the committee or person in attendance at a meeting will be present or will participate when matters relating to his or her own remuneration or terms and conditions of service are discussed.</p> <p>3.6 The company secretary or their nominee shall act as the secretary of the Committee and will ensure that whenever possible the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to its business.</p> <p>3.7 A Committee Member who:</p> <ul style="list-style-type: none"> misses three consecutive meetings of the Committee; or is absent from at least 60% of the meetings of the Committee in any period of 12 months <p>without the permission of the Committee Members, will if the Board so resolve, be removed as a Committee Member.</p> <p>3.8 At least five working days' notice of all meetings of the Committee will be given to each Committee Member and to the Chair of the Board unless any two members of the Committee certify in writing that, because of special circumstances which are set out in the certificate, the meeting ought to be called as a matter of extreme urgency.</p>
4. Duties and Responsibilities	<p>4.1 The principal duties of the Committee are:</p>



	<ul style="list-style-type: none"> • To have delegated authority to set the Chief Executive and Executive Management Team's salary levels (including any performance or retention related issues). • To make recommendations to the Board on the appointment of the Chief Executive. • To be involved in the recruitment process for members of the Executive Management Team. • To advise on and oversee appropriate contractual arrangements for such staff. • To advise on and make recommendations in respect of redundancy arrangements for the Exec team or departure through performance management or compromise. • To oversee the recruitment of Non Executives in conjunction with the Chair of the Board and make recommendations for appointment to the full Board. • To have delegated authority to set the remuneration levels of the Board (including the Chair), based on recommendation(s) received from an independent source. • To act as disciplinary and grievance hearing panel for the Chief Executive and Executive Management Team, any appeals arising from these processes would be heard by the full Board, excluding the Remuneration Committee members. • To make recommendations to the Board and have oversight of the remuneration of the Chief Executive, Executive Management Team members and non-executives. • To recommend to the Board, and oversee on its behalf, the expenses policy for board members. • To approve significant organisational restructures and any restructures of the Executive Team, • Review the performance of the Chief Executive and receive performance reviews of the Exec Team from the CEO. • To ensure succession plans are in place for Executive Team and other business critical roles • To review current boards and committee memberships to establish how well the Board and committee members collectively cover the skills requirements established. • To agree changes to Board and Committee role profiles, behaviours and expectations. • To gain assurance that succession plans are in place , and make recommendations to deal with the diversity mix and any identified lack a particular skill or experience on boards and committees. • To consider and, if appropriate, recommend any proposals to remove a board or committee member.
<p>5. General Authority</p>	<p>5.1 The Committee is authorised to investigate any activity of Berneslai</p>



<p>and Scope</p>	<p>Homes within its terms of reference and in accordance with any advice or guidance from the Regulator. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any reasonable request made by the committee.</p> <p>5.2 Following prior consultation with the Chair of the Board and, where appropriate, the Chief Executive, the Committee is authorised to obtain legal or other professional advice, which is relevant to its purpose, as it deems necessary and within the relevant budget allocation (if any) allowed for those costs in each year. However, it may incur direct expenditure of £5000 without the prior approval of the Board.</p> <p>5.3 The Committee shall in its decision making, give due regard to any relevant legal or regulatory requirements, and associated best practice guidance, as well as to the risk and reputation implications of its decisions, referring to the Decision-Making Framework for clarification.</p>
<p>6. Review</p>	<p>6.1 The Board has approved these Terms of Reference and they will bind the Committee from 19 May 2022.</p> <p>6.2 At least every two years, the Committee shall review its structure, delegated responsibilities, reporting arrangements, terms of reference and effectiveness and report its conclusions to the Board, including any recommendations for changes.</p>
<p>7. Conflicts of interest</p>	<p>7.1 Any Committee Member having an interest (which shall include interests of Family members) in any arrangement between the Company and another person or body shall disclose that interest to the meeting before the matter is discussed by the Committee. Unless the interest is of the type specified in Sections 7.2 and 7.3 the Committee Member concerned shall not remain present during the discussion of that item unless requested to do so by the remaining members of the Committee. Unless permitted by Sections 7.2.1 and 7.2.2 the Committee Member concerned may not vote on the matter in question, but no decision of the Committee shall be invalidated by the subsequent discovery of an interest which should have been declared.</p> <p>7.2 Provided the interest has been properly disclosed pursuant to Section 7.1 a Committee Member may remain present during the discussion and may vote on the matter under discussion where the interest arises because:</p> <p>7.2.1. the Committee Member is a Tenant Representative so long as the matter in question affects all or a substantial group of the Tenants; or</p>



	<p>7.2.2. the Committee Member is a director or other officer of a company or body which is a parent, subsidiary, or associate of the Company; or</p> <p>7.2.3. the Committee Member is an official or elected member of any statutory body.</p> <p>7.3A Committee Member shall not be treated as having an interest of which the Committee Member has no knowledge and of which it is unreasonable to expect him to have knowledge.</p>
8. Reporting procedures	<p>8.1 The Board will obtain assurance on the committee's work via minutes and regular verbal feedback from the Committee Chair on all of the Committee meetings.</p> <p>8.2 The Chair of the Committee will ensure that key issues are promptly brought to the attention of the Board.</p> <p>8.3 Minutes of each Committee meeting (which record the salient points of the discussions which take place and all decisions which are taken) must be kept and must be produced promptly after the relevant meeting both to that Committee and to the Board.</p> <p>8.4 Minutes of each committee meeting must where possible be circulated to all Board Members in advance of the next Board Meeting. Consideration of these minutes must form an agenda item at that Board Meeting.</p> <p>8.5 The Committee will submit any reports it considers necessary to the Board.</p>

Report Title	Serious Incident Protocol	Date	19th May 2022
Report To	Board	Confidential	
Report From	Head Of Governance and Strategy	Contact	Head of Governance and Strategy samantharobuck@berneslaihomes.co.uk

1. Purpose of report	To update Board on the new serious incident protocol.
2. Recommendation/s	Board are requested to note the new procedure and their role should a serious incident occur.

3. Introduction/Background

- 3.1 Following the serious incident review one of the recommendations made by DTP as part of their external review was to develop and adopt a serious incident protocol (and train all senior officers). Although this procedure was followed when dealing with the serious incident it was not formally documented.
- 3.2 The attached protocol has been developed and was presented and approved at EMT and SMT in April 2022. All senior staff are now aware of the protocol and procedure, and this has been saved on SharePoint.



Serious Incident Escalation protocol

Document Control

Title	<i>Serious Incident Escalation procedure</i>
Responsible officer	<i>Head of Governance and Strategy</i>
Author	<i>Sam Roebuck</i>
Subject	<i>Procedure to follow on receipt of information concerning a serious compliance issue at Berneslai Homes.</i>
Information Asset Owner	<i>Sam Roebuck head of Governance and Strategy</i>
Approved by	<i>Executive management Team</i>
Approved date	<i>19th April 2022</i>
Review responsibility	<i>Sam Roebuck</i>
Review date	<i>two years post approval</i>
Applicable to	<i>Who does this procedure apply to All Berneslai Homes Employees, particularly EMT, SMT and the Board</i>
DPIA completion date	<i>Not required</i>
EIA completion date	<i>Not required</i>
Overarching policy	
Regulatory framework	
Training details	<i>To be distributed to EMT and SMT</i>

Revision History

Date	Version	Author	Comments
March 22	0.1	Sam Roebuck	<i>Initial review by AGa asked to reduce procedure</i>
	0.2	Sam Roebuck	<i>Reviewed by AGa recommended send to EMT/SMT for approval</i>
	1.0	Approved by EMT	<i>19th April 2022</i>
	1.1		<i>1.1, 1.2 and so on are any versions after approval that are consulted or draft reviews</i>
	2.0		<i>2.0 is the approval of the reviewed document.</i>

Consultation and Distribution

Type	Details
Consultation	<i>Chief Executive, Executive Director Property Services</i>
Distribution	<i>EMT/SMT and Intranet</i>

1. Aim of the procedure

- a. This document sets out the protocol for communications in relation to the notification of serious incidents:
 - I. Within **Barneslai Homes**, and if necessary, onwards to:
 - II. **Barnsley Metropolitan Borough Council (BMBC)**
 - III. **Via Barnsley MBC to The Regulator of Social Housing (RSH)**
 - IV. Or **any other relevant body**, to ensure compliance with statutory and regulatory standards.
- b. The aim of this protocol is to ensure that **Senior Managers, EMT and Board members** are provided with sufficient information to facilitate a proactive approach to managing risk and service impacts. The protocol seeks to enable consensus decision-making on responses to challenges and, if appropriate, notifications of serious incidents to BMBC and if appropriate other regulatory or statutory bodies.
- c. This process must be supported by communications to all staff and board members to ensure that they are aware of broader, external sector issues and the challenges these may present in terms of risk and the requirements of the regulatory agencies with which Barneslai Homes and BMBC works.

2. What is a Serious Incident

- a. **A serious incident is one which is likely to be of significance in relation to a failure in service provision, breach, or non-compliance.**
- b. This relates to all aspects of Barneslai Homes' business and elements of its organisational structure.
- c. **Early notification of a serious event to BMBC or any other relevant body should involve the board having prior, but timely, agreement of the way forward to resolve the presenting issues.**

3. Internal Notification of Serious incident

- a. Serious incidents will be emailed and rung through to the Chief Executive or in their absence an Executive Director. The Chief Executive will email and ring the Chair of the Board and the Chair of Audit Committee to discuss the situation and agree next steps including the appointment of legal advice if this is deemed necessary. This will be carried out using the urgent action procedure outlined in the delegation's framework (link). **Refer to flowchart (Appendix A)**

- b. EMT will set up a small team to deal with the serious incident and invoke the BH resilience plan

4. Internal Communication with regulatory and statutory bodies

- a. Berneslai Homes is keen to ensure that all communications with BMBC and regulatory and statutory bodies, are undertaken in a timely and appropriate manner. To ensure this is undertaken following agreed protocol and procedure, a flow chart is attached at Appendix A
- b. It is important that EMT and, where appropriate Board, are aware of communications with BMBC and are assured that these are dealt with in accordance with Berneslai Homes' standards and meet all requirements. EMT will form the "filter" for which items are notified to which part of the leadership structure. This forms part of EMT's responsibility to provide assurance in relation to compliance.
- c. All Berneslai Homes officers must adhere to this protocol in relation to all forms of communications with BMBC, Emergency Services, regulatory bodies, and the press. This includes, but is not limited to:
- Meetings – formal or informal
 - Visits or inspections
 - Audit and investigatory visits
 - Follow up letters and communications
- d. If in doubt, Berneslai Homes officers should follow the protocol and will be provided with advice and guidance from EMT.

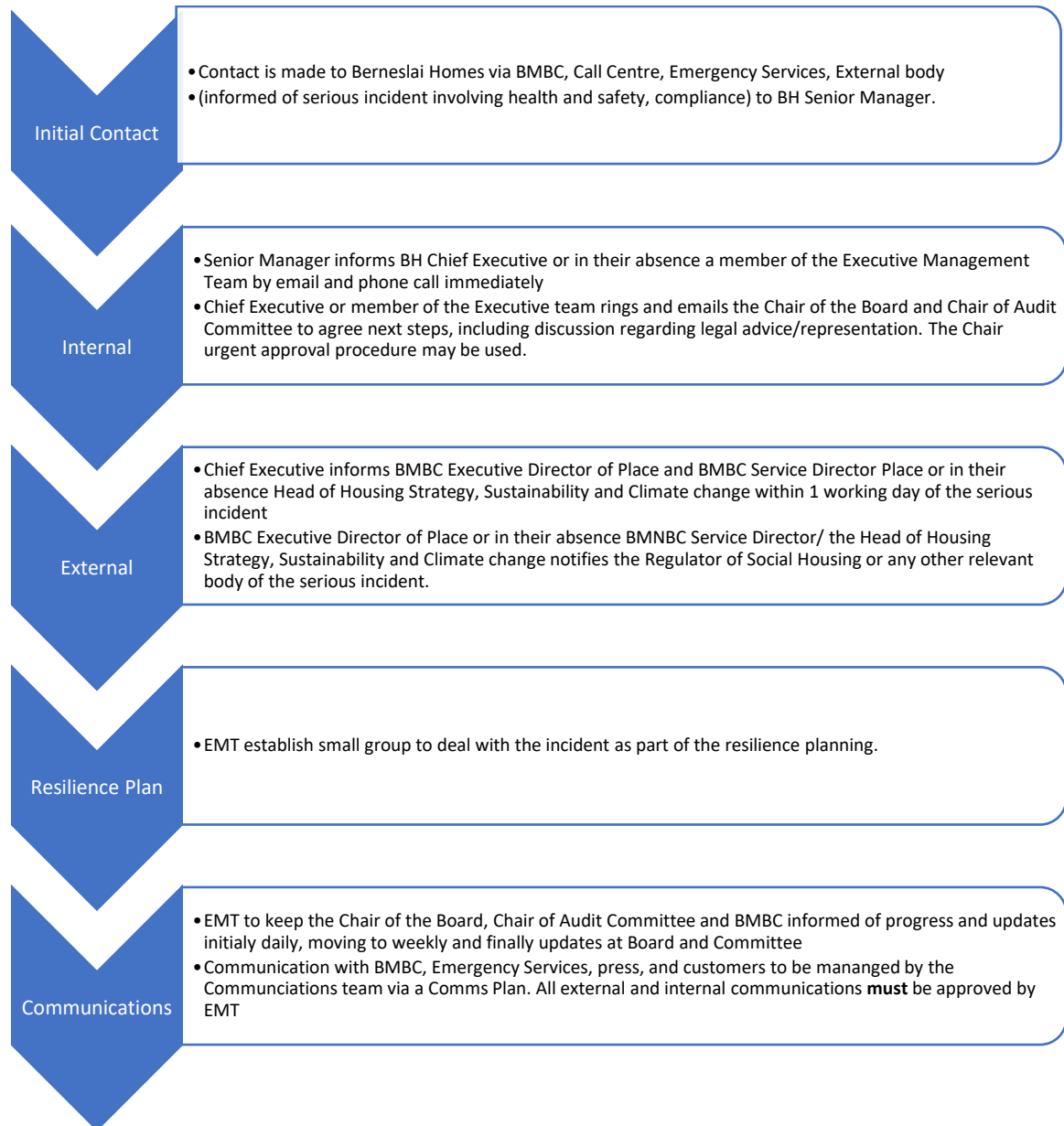
5 Guidance

- a. As the landlord, it will be BMBC which receives communications from the RSH or may receive communications direct from Emergency Services as part of an emergency incident. BMBC will then liaise with the Board Chair and Chief Executive of Berneslai Homes on the required actions and response.
- b. Any communication received from BMBC, a regulatory or statutory body, or a serious incident reported from the Emergency Services, made to any member of the Board or staff of Berneslai Homes, should be notified to EMT in the form of a short email the same working days of its receipt. This email should state:
- The date and nature of the communication
 - Any actions required of BH
 - The timeframe for response
 - The planned approach to deliver the response and any approvals required.

- c. Any communication planned to be sent to a regulatory or statutory body, whether in response to a meeting or initiating communication, must be sent to EMT for review prior to submission to BMBC or the regulatory or statutory body. Officers are responsible for updating the information provided to EMT as appropriate.
- d. EMT will review each notification or communication and provide any support required to ensure compliance. Where appropriate EMT will follow up with officers to ensure responses are made on time.
- e. All communications in respect of this protocol should form part of a comms plan and must be approved by EMT.
- f. A record of all communications in respect of this protocol will be held by EMT and will be reported to the Board and Audit Committee on a regular basis.

Appendix A

Serious Incident Escalation Flow Chart





Minutes of Berneslai Homes Board 17th March 2022
Held in Gateway Plaza

Present:

Sinead Butters	- Chair
Gary Ellis	- Board Member
Liana Khachatryan	- Board Member
Adriana Rrustemi	- Board Member
Jo Sugden	- Board Member
Sarah Tattersall	- Board Member

In attendance

Amanda Garrard	- Chief Executive
Dave Fullen	- Exec Director of Customer & Estate Services
Arturo Gulla	- Exec Director of Property Services
Alison Rusdale	- Exec Director of Corporate Services
Faye Williams	- Head of Finance
Samantha Roebuck	- Head of Governance & Strategy and Company Secretary
Chris Brownley	- Head of Performance and Improvement

Introductions took place. Best wishes were extended to Caroline

<p><u>Item 1 - Apologies</u></p> <p>Richard Fryer, Mark Johnson, Caroline Makinson – Board Members Mahara Haque - Co-optee to Customer Services Committee observer at Board Lee Winterbottom – Managing Director, Construction Services</p>	
<p><u>Item 2 - Declarations of Interest</u></p> <p>None were declared</p>	
<p><u>Item 3 – CEO Presentation</u></p> <p>AGa presented the information, Key areas were highlighted.</p> <ul style="list-style-type: none"> Ukrainian Invasion – BH is closely monitoring with regard to the implications in relation to fuel, gas supply, material prices etc. 	

<p>DF represents BH on the Community Resilience Forum and this has now 'stepped up a pace' .Feedback will be provided to Board as necessary.</p> <ul style="list-style-type: none"> • Professionalism in Housing – BH will be taking part in research • South Yorkshire Housing Prospectus – AGa will be meeting with the Yorkshire Party candidate, potentially leading on one of the sub-groups of the Sheffield City Region Housing Providers Forum. • Back to the office – a significant number of staff are now back working in the office; this may resolve some of the problems identified at the staff consultations. More visible leadership is taking place, with estate walkabouts and back to the floor sessions • Recruitment – difficulty in retaining staff/attracting staff noted. Referenced piece of work led by SR, resulting in a Project Group being established. SB advised of an onboarding review being undertaken at Aspire and provided contact details. Board agreed the skills shortage issues needs to be monitored by Board as this is fundamental to the business going forward. Potential for report to be brought to the July Board. <p>Costs and supply chain issues are a significant concern to Board. It was agreed further discussion take place at the Away Day and identify both Board and Berneslai Homes' priorities. AGa advised a SWOT analysis is on the agenda and a session will also take place on efficiencies and VFM, led by AR and FW. FW referred to the importance of stress testing as there are many variables creating pressures and this will continue throughout the year.</p>	<p>DF</p> <p>AGa/SR</p>
<p><u>Item 4 – Performance Framework</u></p> <p>CB presented the report.</p> <p>Board particularly liked the infographics and agreed this format be used for future meetings. Comments to also be included, on an exception basis, focussing on those areas in red or moving towards red. It was also agreed to include examples of good practice/success stories for a more balanced view. More detailed discussion on performance will take place at Customer Services Committee.</p> <p>It was Agreed this report will fall under Resources Items of the agenda.</p> <p>Resolved:</p> <p>Board provided feedback and approved the new format.</p>	
<p><u>Item 5 – IT Implementation Project – Presentation</u></p> <p>AR presented and summarised the key points, making particular reference to the progress made to date and next steps. Board were made aware of the revised go live date. Originally this was July 2022, which was ambitious, now moving to April 2023 for Phase 1. However,</p>	

<p>by January 2023 BH will know if the system is working. Board were informed of the issues that have impacted on the delivery of the project and the measures put in place to ensure the new target is met, providing assurance to Board.</p> <p>Attention was drawn to the Highlight Report which balances the details with the assurance that Board requires, and comments were requested.</p> <p>The financial risks were also referenced as outlined in the presentation.</p> <p>On the request of Board, AR clarified the key risk areas which are change management and complex technical aspects requiring development in relation to interfaces.</p> <p>Board noted that The Council are supportive and a good relationship exists with the suppliers, NEC.</p> <p>Considering both the length of time taken to identify a product and the significant savings that would be achieved when the system is operational, Board expressed their concerns and disappointment in the delays to date and held the Executive accountable for the current position. They stressed the importance of ensuring there are no further delays and requested that the project be progressed quickly and confirmation provided that the system is operational prior to January 2023. Board requested that a progress update is provided at the next Board meeting in May.</p> <p>Moving forward Board requested that earlier updates are provided when projects do not meet agreed timescales on the approved plan.</p> <p>Board also expressed concern at the implications for potential increased payments via efficiencies for Construction Services Operatives. AR provided assurance that options have been identified and an interim payment will be made.</p> <p>Resolved</p> <p>Board received update on the implementation of the IT Repairs project.</p>	<p>AR</p> <p>Executive</p>
<p><u>Item 6 – Innovation & Technology Strategy</u></p> <p>CB presented the report.</p> <p>Board were supportive of the style but that it felt more of an IT Delivery Plan than a Strategy. However, they acknowledged that this is a starting point, with more innovative actions required. They requested it</p>	

<p>be brought back to Board in 12 months to show progress and milestones.</p> <p>A request was made and agreed that percentages under Success Measures be changed to show actual numbers.</p> <p>The meeting discussed customer involvement with regard to the repairs project and the testing process. BH assured Board of their commitment to ensuring that customers understand the system and are confident that it works.</p> <p>Resolved:</p> <p>Board approved the Strategy and requested an update be provided to Board in March 2023</p>	<p>CB</p> <p>CB</p>
<p><u>Item 7 – Governance Update Report</u></p> <p>SR presented the report and summarised the key issues in relation to recruitment of The Chair of Audit and Risk, the Tenant Board Member and the extension of Council Board Member Caroline Makinson to September 2023. The Board Development Programme was also referenced. SR requested volunteers to mentor the new Board member when appointed</p> <p>The DTP follow on review has been agreed. They will be observing the Board meeting in May and undertaking 1 to 1's with the Board and the Exec Team. Board members will be issued with a survey and this will be sent by Angela Lomax.</p> <p>Resolved:</p> <ul style="list-style-type: none"> • Board considered and approved the proposal to extend Board membership of Councillor Caroline Makinson to September 2023. • Board approved the new Board Mandatory and Optional Development Plans • Board noted the update on Board recruitment • Board noted the DTP 2 years on Governance Review 	<p>Board</p>
<p><u>Resource Information Reports</u></p>	
<p>Board were given the opportunity to comment on the following reports.</p> <p>a) <u>Q3 Performance Summary</u> Reference was made to the European Social Fund Programme and whether this could be used for access to employment.</p>	

<p>DF advised that this perspective had not been considered, however, care would need to be taken as it may not be welcomed by some. He advised of an initiative BH are involved in through the Community Renewal Fund. This looks at upskilling people through interesting courses people may be interested in i.e. beauty, health, grounds maintenance etc. but is not seen as access to employment.</p> <p>b) <u>Staff Consultation Feedback</u></p> <p>c) <u>Gender Pay Gap</u></p> <p>d) <u>Quarterly Risk Update</u></p> <p>e) <u>Annual Audit Plan</u></p>	
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