

**BERNESLAI HOMES BOARD 5/12/2024
4 P.M. LEVEL 10 GATEWAY PLAZA**

PUBLIC AGENDA	16:00
1.0 Apologies	16:00
2.0 Declarations of Interest	16:00 (1m)
3.0 Customer First (video) - 'The Difference Tenants' Make' <i>For Information</i> DF Introducing	16:01 (10m)
4.0 Governance Update <i>For Approval</i> SR	16:11 (10m)
5.0 Governance Changes - Following Board Strategic Planning Day <i>For Approval</i> SR	16:21 (10m)
6.0 Berneslai Homes Strategic Plan and Annual Business Action Plan and Update on Actions from the 24/25 Plan and 3 year vision <i>For Approval</i> AGa	16:31 (10m)
7.0 Disrepair Policy <i>For Approval</i> AGu	16:41 (10m)
8.0 Tenancy Policy <i>For Approval</i> DF	16:51 (10m)
9.0 Regulator of Social Housing – Regulatory Judgement <i>For Information</i>	17:01 (10m)

DF

10.0 Performance Summary Q2 2024/25

17:11 (10m)

For Information

RT

11.0 Tenant Satisfaction Measures (TSM) - Mid Year results and actions

17:21 (5m)

For Information

DF

12.0 Quarterly Risk Update

17:26 (5m)

For Information

RT

13.0 Resource Information Papers:-

17:31 (1m)

For Information

13.1 Board Fact Sheet

17:32

For Information

Board Fact Sheet

14.0 Minutes/Action from previous meeting 26/9/2024

Report Title	Governance Update	Confidential	No
Report Author	Head of Governance and Strategy	Report Status	For Approval
Report To	Board 5/12/2024	Officer Contact Details	samantharoebuck@berneslaihomes.co.uk clairedenson@berneslaihomes.co.uk

1. Executive Summary	<u>Board Development</u>
	1.1 All Board member appraisals have been completed during the last quarter.
	1.2 The draft annual Board Development Plan is at Appendix A for approval.
	1.3 The Board member Personal Development Programme is at Appendix B .
	<u>Board Champions Terms of References</u>
	1.4 Board is asked to approve the Engagement and Repairs, Maintenance & Assets Champions Terms of References. <ul style="list-style-type: none"> • Rebecca Mather – Engagement Champion (Appendix C) • Mark Johnson – Repairs, Maintenance and Assets Champion (Appendix D)
	<u>Board Self-Evaluation (facilitated by DTP)</u>
	1.5 The action plan resulting from DTP facilitated Board annual self-assessment is at Appendix E for monitoring by Board.
	<u>Board Strategic Planning Day</u>
	1.6 Board held a Strategic Planning Day on 7 November. From this session it was agreed the governance structure of the Board and Committees would be reviewed to ensure this was streamlined, with a view to potential savings being made. The recommendations from this review are highlighted in a separate report to Board today. Due to this change the Board and Committee terms of reference

	<p>will require further amendments and will therefore be presented to Board at the February Board Meeting.</p> <p><u>Customer Voice/Impact</u></p> <p>1.7 Customer views were not sought in undertaking this report. However, the Board Development Plans positively impact on delivery of services to tenants by providing relevant training and guidance, and the Board Champions are linked to tenants.</p>
2. Recommendations	<p>Board are requested to:</p> <ul style="list-style-type: none"> I. Approve the proposed annual Board Development Plan for 2025. II. Review and comment on the Board Member Personal Development Programme. III. Approve the Engagement and Repairs, Maintenance & Assets Board Champions Terms of References.

3. 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.
- 3.2 To be a successful well-managed company, Berneslai Homes must uphold good governance as a priority. By ensuring that Board members are fully informed and curious, we are supporting the role of good governance and the delivery of the Strategic Plan.

4. Current Position /Issues for Consideration

Board Development (Annual)

- 4.1 All Board member appraisals have been completed during the last quarter. No gaps were identified across the skills matrix from the Board member appraisals. From the appraisals, both Board and individual optional development Plans have been developed. The draft annual Board Development Plan is attached at Appendix A for Board approval. The development plans include two recommendations from Remuneration Committee regarding the 'DLO' and 'Community Cohesion & EDI and Leadership issues'. The DLO/PRIP will be included as a personal development opportunity as this was also raised during appraisals by several Board members. The appraisals also highlighted a repeat request for ongoing Finance development, which has also been included in the optional personal development plan.

- 4.2 The Board member personal Development Programme is at Appendix B. These are based on individual feedback from appraisals and skills assessments completed during 2024. Short sessions and one-to-ones will be organised throughout 2025 for those that would like to attend for their own personal development.

Board Champion Terms of References

- 4.3 The following Board Members are now Board Champions. Board has approved the Complaints, ED&I and Health and Safety Champion Terms of References.

- Gez Morrall - Health and Safety Champion
- Jo Sugden - ED&I Champion
- Rebecca Mather – Engagement Champion (Appendix C) and Member Responsible for Complaints
- Mark Johnson – Repairs, Maintenance and Assets Champion (Appendix D)

Board is now asked to approve the Engagement and Repairs, Maintenance & Assets Champions Terms of References.

Board Self-Evaluation (facilitated by DTP)

- 4.4 On 22 February 2024, Angela Lomax of David Tolson Partnership (DTP) facilitated a session with the board for collective reflection on effectiveness. This is one of the requirements of the NHF code of governance and it is good governance practice to undertake an annual board self-assessment. The outcomes from the discussion resulted in a summary of agreed areas for further improvement. The action plan is at Appendix E for monitoring by Board.

Board Strategic Planning Day 7th November

- 4.5 Board held a strategic planning day on 7 November, which included a sector overview by DTP, Berneslai Homes' priorities delivered by the Executive Management Team, and a session on Governance and Leadership by DTP.
- 4.6 From this session, it was clear that savings need to be made and that a review of the Governance structure and more streamlined reporting to Committees and Board was required. It was agreed on the day that the Governance of the current Board structure would be reviewed and suggestions made to Board for discussion and approval at December Board.
- 4.7 Following the Strategic Planning Day DTP were appointed to work with the Chair and the Executive Management Team to review the current governance structure and their findings and recommendations are included in a separate report to Board today.
- 4.8 Due to this change, the Board and Committee terms of reference will require further amendments and will therefore be presented to Board for approval at the 27 February Board Meeting.

Governance Handbook

- 4.9 The [Governance Handbook](#) in Decision Time Resources is a great tool for information related to internal and external governance information.

5. Customer Voice/Impact

- 5.1 This report is an update around the governance of the Board and therefore customer views have not been sought specifically for this report.
- 5.2 However, the Board Development Plans positively impact on delivery of services to tenants by providing relevant training and guidance, and the Board Champions are linked to tenants.

6. Risk and Risk Appetite

- 6.1 Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to internal audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from regulators.
- 6.2 There is a risk that the Board do not appreciate Berneslai Homes' key vulnerabilities and take appropriate action to manage them. The assurances provided within this this report ensures that effective mechanisms are in place for the management of associated risks.

7. Strategic Alignment

- 7.1 The report aligns to the requirements from BMBC (Barnsley Metropolitan Borough Council) for the effective governance of Berneslai Homes. Good governance links to the successful achievement of all our ambitions:
- Hearing Customers
 - Keeping Tenants Safe
 - Growth of Homes and Services
 - Technology and Innovation
 - Employment and Training
 - Zero Carbon

8. Data Privacy

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

9. Consumer Regulatory Standards

- 9.1 This report relates to the Transparency, Influence and Accountability Standard, as it reviews performance reporting and decision-making to ensure best practice.

10. Other Statutory/Regulatory Compliance

To provide Board with assurance around our governance arrangements.

11. Financial

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

12. Human Resources and Equality Diversity and Inclusion

12.1 There are no HR and EDI implications

13. Sustainability Implications

13.1 No specific zero carbon implications from this report

14. Associated Background Papers

14.1 [Governance Handbook](#)

15. Appendices

15.1 Appendix A – Board Development Plan

15.2 Appendix B – Board Personal Development Programme

15.3 Appendix C – [Board Champion Terms of Reference - Engagement Champion](#)

15.4 – Appendix D – [Board Champion Terms of Reference – Repairs, Maintenance and Assets](#)

15.5 – Appendix E – [DTP facilitated Board Self-Assessment action plan](#)

Appendix A – Board Development Plan 2025

Development	Timeframe
Building Safety Cases	27 th January
Board Strategic Planning Day	26 th March
TBD as required	1 st May
Community Cohesion & EDI and Leadership issues (from Rem Ctte)	16 th July
Board Strategic Planning Day	TBC - September
TBD as required	13 th October
Staff Conference	TBC

Appendix B – Board Member optional personal development programme 2025

Optional Development Activities	Details
Finance, inc HRA	Session with the Exec Dir of Resources
Customer Engagement, inc tenant reps and structures	Session with the Head of Customer Services and the Customer Engagement Manager
Construction Services – PRIP / DLO	Session with Executive Director of Property Services and Executive Director of Resources
ALMO Model	Session with Exec Dir of Resources
Observing Committees	Audit and Risk Committee
	Customer Services Committee
Attending Estate Walkabouts	Recommended to choose 2 walkabouts during 2025
Job Shadowing	Recommended to choose at least 1 team to shadow during 2025

Appendix A – Board Development Plan 2025

Development	Timeframe
Building Safety Cases	27 th January
Board Strategic Planning Day	26 th March
TBD as required	1 st May
Community Cohesion & EDI and Leadership issues (from Rem Ctte)	16 th July
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TBD as required	13 th October
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ALMO Model	Session with Exec Dir of Resources
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	Customer Services Committee
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TERMS OF REFERENCE FOR MEMBER RESPONSIBLE FOR CUSTOMER ENGAGEMENT

1. Purpose	<p>1.1 The Customer Insight Strategy has been development in the context of the following influencing factors:</p> <ul style="list-style-type: none"> • Our Values – 3Cs • Our Strategic Plan • The Regulator for Social Housing and the Consumer Standards • The Housing Ombudsman Complaint Handling Code <p>1.2 The Strategy aims to make sure that tenants can influence services.</p> <p>1.3 The role of the Champion is to support the aims of the Strategy and seek assurance on its effectiveness, including challenging the data and information provided to the Board.</p> <p>The role is to:</p> <p>1.1 Champion a customer engagement culture.</p> <p>1.2 Seek assurances from the Customer Engagement team and, where appropriate, the operational teams, that residents are being heard.</p> <p>1.3 Ensure that customer engagement promotes service improvement for residents and learning and business improvement for the organisation.</p> <p>1.4 Act as the interface between the customer and the Customer Services Committee with regards to customer engagement.</p> <p>1.5 Hear the voices and views of our residents and translate this to the Board, enabling all Board members to be fully aware of organisational culture in service delivery and how this correlates to experiences for our residents.</p>
2. Duties & Responsibilities	<p>2.1 Duties:</p> <p>a) To promote a culture of openness and transparency where feedback made by residents is seen as form of insight into the how the organisation is managed. To provide assurance that systems are in place to capture learning from engagement, and that Board and Committee are engaged with this. To ensure senior level ownership of learning and accountability stemming from engagement.</p>

	<p>b) To provide assurance to the Board and Committee, through engagement with operational teams, that feedback is valued as an opportunity to learn, to give an early warning of ineffective processes, policies, or behaviours, to identify areas for improvement and to improve awareness and accessibility; and how this is happening across the organisation.</p> <p>c) To ensure the whole of Board understands its responsibilities to engage with tenants.</p> <p>d) To review the communication through feedback to ensure it is empathetic, effective, and appropriate.</p> <p>e) To promote a culture of Customer First. To have a visible presence that is organisation wide and has access to individual staff members to be able to 'test' that Customer First is embedded across all staff.</p> <p>f) To receive regular updates on the volume, categories, and outcome of engagement, alongside performance and take an inquisitorial approach when reviewing this information. The aim is to ensure that information presented to the Board, provides sufficient assurance of a well-managed and customer focused culture.</p> <p>2.2 Individual responsibilities:</p> <p>a) Meet with the Head of Customer Services two weeks before a Customer Services Committee to analyse the strategic engagement data being represented to the Committee. This will facilitate discussion around trends and emerging issues.</p> <p>b) Ensure that the Board receives regular information on engagement that provides insight and learning on performance.</p> <p>c) Attend tenant engagement activities.</p> <p>d) Respect the confidentiality of information, including information about individual tenants.</p> <p>e) Celebrate exceptional customer service.</p>
3. General Authority & Scope	<p>3.1 The Member Responsible for Customer Engagement will be agreed by Board.</p> <p>3.2 They are appointed to the role for 3 years (renewable up to 6 years).</p>
4. Review	<p>4.1 The Customer Services Committee has approved these Terms of Reference.</p>

TERMS OF REFERENCE FOR MEMBER RESPONSIBLE FOR REPAIRS AND MAINTENANCE AND ASSETS

<p>1. Purpose</p>	<p>1.1 Berneslai Homes responsibilities include:</p> <ul style="list-style-type: none"> • Maintaining the structure and exterior of the property. This responsibility also extends to common areas and shared facilities in multi-unit complexes. • Ensuring homes are safe and free from damp, mould & disrepair. • Maintaining essential services, such as water, gas, and electricity supply systems, ensuring these services are in proper working order and safe for tenants to use. • Ensuring homes meet the Decent Homes Standard. • Ensuring homes are kept in good repair. • Ensuring homes are Housing Health & Safety Rating System HHSRS compliant. <p>The role is to:</p> <p>1.2 Gain assurance of the effective oversight, planning and direction relating to the management and use of Council property assets. (Asset Management Housing Stock Board)</p> <p>1.3 Gain assurance that safety and compliance is valued ahead of all other aspects of services.</p> <p>1.4 Gain assurance on the efficacy of the repairs and maintenance system, including challenging the data and information provided to the Board.</p> <p>1.5 Where necessary, challenge complaint handling, promoting service improvement for residents and learning and business improvement for the organisation.</p> <p>1.6 Seek assurances that the Repairs and Maintenance Policy is being managed appropriately, and that residents are being heard through the process.</p> <p>1.7 Hear the voices and views of our residents and translate this to the Board, enabling all Board members to be fully aware of organisational culture in service delivery and how this correlates to experiences for our residents.</p>
<p>2. Duties & Responsibilities</p>	<p>2.1 Duties:</p> <p>a) To promote a culture of openness and transparency, where feedback is seen as form of insight into the how the Repairs and Maintenance service is managed. To gain assurance that systems</p>

	<p>are in place to capture learning from feedback, and that Board and Committee are engaged with this.</p> <ul style="list-style-type: none"> b) To engage with the chair of the Audit and Risk Committee to discuss any emerging risks and any recommendations for improvement in service areas which may be relevant to BMBC Corporate Assurance's activities. c) To review and provide comment on the repairs performance information, published quarterly. d) To alert the Board and Committee of any concerns relating to the delivery of Repairs and Maintenance. e) To communicate to the Board its responsibilities relating to the safe, effective and efficient delivery of Repairs and Maintenance. <p>2.2 Individual responsibilities:</p> <ul style="list-style-type: none"> a) Attend the Asset Management Housing Stock Board, gaining assurance as a board member and feeding back at the proceeding board meeting. b) Provide the Board with regular information on Asset Management and the Repairs and Maintenance service, that providing insight on current trends, delivery issues and performance. a) To engage with senior management to regularly review issues and trends within the Asset Management and Repairs and Maintenance sector, identifying themes or trends to be reported to the Board and Committee. These would include areas which identify potential systemic issues, serious risks or policies and procedures that require revision. To gain assurance that where revision or change is required, this is followed through and change.
3. General Authority & Scope	<p>3.1 The Member Responsible Repairs and Maintenance will be agreed by Board.</p> <p>3.2 They are appointed to the role for 3 years (renewable up to 6 years).</p>
4. Review	<p>4.1 The Audit and Risk Committee has approved these Terms of Reference.</p>

Appendix E - DTP Facilitated Board Self-Assessment Action Plan 2024-2025

Areas for further attention	Action	Who and When	Progress Update
<p>Future recruitment to consider:</p> <ul style="list-style-type: none"> • Social housing regulation • ICT/digitalisation • Equality, diversity and inclusion. • Ensuring that the board retains specialist knowledge of ALMO status amongst the membership (as tenure changes occur). <p>It was also noted that asset management / compliance is an ongoing requirement for all boards.</p>	Skills Matrix to be reviewed	Review had already been agreed and planned in for May 2024 (remuneration Committee action) – Head of Governance and Strategy	Completed – Remuneration Committee August 2024
The board learning and development plan requires an annual refresh in relation to EDI matters.	Leading on EDI session planned in for 2024. Then to review annually what development is required.	2024 (date to be agreed) – Head of HR and OD	Scheduled in the 2025 Board Development Plan (Appendix A)
There is a general appetite for more face-to-face engagement to focus on strategic thinking and team building.	All board meetings are now face-to-face. Committee meetings have been reviewed and are now a mix of face to face and virtual. There are 2 Board/EMT away days in 2024, which are both face to face. Attendance at tenant and staff events is encouraged.	Ongoing	Ongoing encouragement of all Board members to attend face-to-face engagement.

Areas for further attention	Action	Who and When	Progress Update
Board and committee members could do more to raise questions of clarification before meetings to allow for executives to respond and ensure the business of the meetings is then focused on discussion and debate.	A reminder as part of this report to board members to do this.	Ongoing	Ongoing – with a reminder as part of this report
It was agreed that there is a need to review the delegations and associated reporting to board and committees to avoid duplicate papers and allow for board to pick up the threads between different activities within the governance structure.	Terms of Reference and board decisions discussed at EMT	To be approved by Board - Head of Governance and Strategy	Scheduled to be approved by Board in February 2025

Report Title	Governance Changes – Following Board Strategic Planning Day	Confidential	No
Report Author	Head of Governance and Strategy	Report Status	For Approval
Report To	Board 5/12/2024	Officer Contact Details	samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>Following the Board Strategic Planning Day on the 7th of November, it was agreed the structure of the Board would be reviewed with a view to streamlining the Board and Committees.</p> <p>As a follow up to that session DTP have provided an advice note on suggested considerations for change in the current governance structure, and their report is attached for Board review, which includes several matters for Board to consider.</p> <p>BMBC will be consulted upon as part of the review of the terms of reference and reporting lines.</p> <p><u>Customer Voice/Impact</u></p> <p>Customer views were not sought in undertaking this report, however their views are sought as part of the wider customer engagement approach. However, the good governance of Board and ensuing this is streamlined and is value for money positively impacts on delivery of services to tenants.</p>
2. Recommendations	<p>Board is requested to:</p> <ol style="list-style-type: none"> I. Approve the termination of Eric Smith Cooptee to the Board and the termination of Mahara Haque Independent Customer Services Committee Chair from the 6th of December 2024. II. Approve the recommendation to dissolve the Remuneration Committee from 1st April 2025. III. Approve the recommendation that the Customer Services Committee is reviewed and updated, including a review and update of the Terms of Reference and the role of the

	<p>Committee. The outcome of this review will form part of a report to Board for decision. With the termination of the current Chair of Customer Services Committee Board are also asked to approve the appointment of the current Customer Services Vice Chair, Richard Fryer as Chair of this Committee. In turn, to appoint Rebecca Mather as the Vice Chair.</p> <p>IV. Approve the review of all Committee work plans, scheduling of meetings, Terms of Reference, membership and a further review of reporting lines to reduce duplication.</p> <p>V. Approve a review of the focus of the Chairs meeting and an update of the Terms of Reference.</p> <p>VI. Approve the extension of the remit of the Engagement Champion Rebecca Mather to include the Complaints Champion role.</p>
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3. Background and Current Position

- 3.1 Following the Board Strategic Planning Day DTP has provided an advice note relating to review our current governance structure with a view to streamlining the structure and creating efficiencies. Attached is their advisory report the recommendations of which are set out as an approval for Board.
- 3.2 To be a successful well-managed company, Berneslai Homes must uphold good governance as a priority. By ensuring that Board members are fully informed and curious, we are supporting the role of good governance and the delivery of the Strategic Plan.
- 3.3 BMBC will be consulted upon as part of the review of the terms of reference and reporting lines.

4. Customer Voice/Impact

- 4.1 This report is an update around the governance of the Board and therefore customer views have not been sought specifically for this report.
- 4.2 However, the good governance of Board and ensuing this is streamlined and is value for money positively impacts on delivery of services to tenants.

5. Risk and Risk Appetite

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

6. Strategic Alignment

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

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

7. Data Privacy

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

8. Consumer Regulatory Standards

- 8.1 This report relates to the Transparency, Influence and Accountability Standard, as it reviews performance reporting and decision-making to ensure best practice.

9. Other Statutory/Regulatory Compliance

To provide Board with assurance around our governance arrangements.

10. Financial

- 10.1 There are financial savings from the termination of the two Co-optees these are:-

24/25 £1,833

25/26 £5,500

There will be additional travel expenses savings of approximately £300 per annum.

- 10.2 The reduction in committees and report writing will provide efficiencies for the Executive Management Team and report writers.

11. Human Resources and Equality Diversity and Inclusion

- 11.1 The termination of the two Co-optees will impact upon the diversity of the Board. This will be addressed as part of the recruitment of any future Board members.

12. Sustainability Implications

- 12.1 No specific zero carbon implications from this report

13. Associated Background Papers

- 13.1 DTP Advisory Report – Appendix A

Berneslai Homes

Advice Note: Governance

Introduction

1. Following the board away day on 7 November 2024, DTP has reflected on the discussions throughout the day and the backdrop of relating to best use of resources across the scope of all activity. We noted an operating context which is driving efficiency, a commitment to effectiveness and accountability and a desire to drive forward from the C1 outcome, but to ensure that the board has looked to itself in terms of both continuous improvement and possible savings. With that in mind, we have provided a specific advice note in relation to possible next steps in terms of board leadership and refocusing the governance structure.
2. In the light of the debate, we noted that there are three areas for the Berneslai Homes to consider as follows:
 - Size and composition of the governance structure
 - Rationalising the number and scope of committees (and associated membership)
 - Associated requirements for implementation (updated terms of reference etc.)
3. This paper sets out considerations for the board and a suggested timeline.

Considerations

4. As a starting point, we are aware that the board has already started to look at options to reduce the overall board size through co-opted members stepping down from their roles. This move to a board (and committees) which are populated by non-executive directors only is sensible. We should also note that this would bring the structure back in line with the good governance principle that committees are chaired by members of the board. Berneslai Homes will need to address reconfigured composition in relation to committee chairing and the role of the Complaints Lead. We note that these changes could be implemented by approval at the next meeting of the board on 5 December 2024.
5. It will be important that Berneslai Homes then reviews the non-executive succession plan (in relation to tenure renewal and future recruitment to vacancies) and in doing so it is mindful of the composition requirements in the constitutional documentation, seeks to attain a diverse membership and ensures that the right skills, competency and experience is retained.
6. We suggest that there is some room to streamline the number, remit and frequency of meetings of committees. Our proposal would be to move to two committees only – Audit and Risk Committee and Customer Committee. This would not be out of line with good practice in the ALMO sector, or indeed wider housing provider governance where we are seeing rationalisation in governance entities and greater focus across structures.
7. The Remuneration Committee could be dissolved and its strategic oversight remit, (for example People Strategy, EDI strategy, sickness reporting) moved to the board with the more irregular activity currently undertaken by that Committee, relating to remuneration, board appointments etc. being instead undertaken by time limited working groups with a specific task focus to report to the board. The policy approval remit relating to those

policies currently reviewed by Remuneration Committee should also be reviewed to allow for respective policy approvals at executive level, committee and onward notification to board, or where necessary approval by the board itself.

8. We are aware that Berneslai Homes is reviewing the broader customer engagement framework and we see this as an opportunity to also consider and update the remit of the Customer Committee. Berneslai Homes could consider whether a formal Customer Committee is required but in the current regulatory environment and in line with Berneslai's commitment to offering real opportunities for customer influence and to be a listening and responsive landlord, we would not recommend this and suggest instead that the Committee is retained, but the role of the Committee is amended.
9. We consider that there is a need for the current terms of reference for the Customer Committee to be updated to reflect the change in composition (removal of the independent member clauses) but we also see that there is some scope to tighten the "ask" of the Committee by being specific in the terms of reference about the delegation to the Committee and the assurance it is expected to provide to the board. The current terms of reference are quite broad and in some cases a little vague – for example it is not clear what "oversee," "monitor" or "to ensure" means in a practical way and how this translates into a paper to the Committee. We recommend that the document is reviewed and streamlined to provide for a clear consumer focus. We also suggest that the committee should meet a maximum of four times per year (the current document suggests that this is the minimum).
10. The Audit and Risk Committee terms of reference is generally fit for purpose and we do not suggest any change.
11. We recommend that Berneslai Homes refocuses the governance workplans around the changed structure and ensures that the scheduling of meetings allows for appropriate and efficient production of timely and relevant papers and communication/assurance flows from committees to the board. This needs to consider reducing duplication in coverage and clarifying the approach to reporting of onward escalation and recommendations (where relevant) to the board through shorter reports,
12. Finally, we suggest careful and focused use of the Chairs group to ensure clarity on governance activity across the structure and appropriate escalations to the board, through short preparatory meetings. This however should not have any decision powers and should not become a defacto-committee of the board.

Timeline

13. We suggest that the board agrees key principles for a revised governance framework at its December board meeting with a view to:
 - Discussion with the local authority to ensure that there is a consistent understanding of the proposals and the opportunity for the local authority to contribute to the changes;

- Making the required changes to terms of reference, succession plans, policy approval framework and alignment with forward plans, agendas, purpose and content of papers;
- Providing draft documentation for board approval;
- Implementation in 2025 (potentially at the start of the new financial year).

Angela Lomax and Mags Pearson

DTP

26 November 2024

Report Title	Berneslai Homes Strategic Plan and Annual Business Action Plan and Update on Actions from the 24/25 Plan and 3 year vision	Confidential	No
Report Author	Head of Governance & Strategy	Report Status	For Approval
Report To	Board 5/12/2024	Officer Contact Details	Sam Roebuck samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 The Strategic Plan and Annual Business Action Plan have been subject to annual review, as set out in the Services Agreement between BMBC and Berneslai Homes. The current Strategic Plan for the period 2021 to 2031 was approved by the Board in December 2021.</p> <p>1.2 Changes made to the Strategic Plan during the annual review:</p> <ul style="list-style-type: none"> • Minor changes have been made to the introduction (page 3) to ensure this reflects the current external environment and the findings from the Regulator of Social Housing. • There have also been minor changes to page 4 to reflect the new Customer Insight and Engagement Strategy and feedback received as part of the inspection by the Regulator of Social Housing. • On page 10 we have deleted the estate redesign as there is no budget allocated to this. An ambition around damp, mould and condensation has been added. • On page 16 there is a slight change to the wording on the Achieve Programme. • There have been no changes to the success measures this year as these were subject to a full review last year. <p>The Strategic Plan will be subject to a full review during 2025/26 to ensure this remains relevant, fit for purpose, and aligns to the interim 5-year review of the 10-year Services Agreement.</p> <p>1.3 The draft updated Strategic Plan is attached at Appendix 1.</p>
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	<p>1.4 The <u>Draft Annual Business Action Plan</u> details the key actions and areas of focus for the coming year with associated budgets/costs, KPI's as set by the Council (and in line with the Regulator's requirements), a breakdown of where the management fee will be spent and updated staffing/governance arrangements.</p> <p>1.5 A copy of the 2025/26 DRAFT Annual Business Action Plan is located at Appendix 2. The plan this year is based on the findings from the inspection of BMBC by the Social Housing Regulator.</p> <p>1.6 Progress against the Plan is monitored monthly by SMT and quarterly by EMT and BMBC as part of the overall governance arrangements. To improve oversight to Board, progress on the Action Plan will be reported to Board on a quarterly basis.</p> <p>1.7 A 6 monthly Update on the 24/25 Action Plan and 3 year vision are included in this report.</p> <p>1.8 A new internal action plan is attached at Appendix 3 for Board comment and a finalised version will be presented to Board in February 25.</p>
2. Recommendation/s	<p>Board is requested to: -</p> <ul style="list-style-type: none"> • Approve the light touch review of the 10-year Strategic Plan. • Approve the draft Annual Business Action Plan for the period 1st April 2025 to 31st March 2026 and delegate any minor amendments to the Strategic Plan and Annual Business Action Plan to the Chief Executive, as the plans go through the approval process with BMBC. • Note the draft internal BH Action Plan and provide comment on the key actions and milestones • Note the six month update on progress against the Annual Business Action Plan and 3 year vision.

3. Background

- 3.1 The current Strategic Plan for the period 2021 to 2031 was approved by the Board in December 2021.
- 3.2 The Strategic Plan was formally approved by the Council in February 2022, and as part of the Services Agreement with the Council it is reviewed annually with a new Action Plan developed and agreed with BMBC each year.
- 3.3 The progress against the Strategic Plan is monitored by BMBC as part of the governance arrangements.

- 3.4 The Strategic Plan 2021 to 2031 was subject to a full overhaul at its 10-year review, ensuring our ambitions and success measures over the next 10 years were identified. The Strategic Plan also launched our new values Customer First, Can Do and Curious. All our activities are linked back to our Strategic Plan and our vision and values.

4. Current Position /Issues for Consideration

Strategic Plan and Annual Business Action Plan 25/26

- 4.1 The current Strategic Plan has been subject to its annual review attached at Appendix 1:
- 4.2 Minor changes have been made to the introduction (page 3) to ensure this reflects the current external environment and the findings from the Regulator of Social Housing. There have also been minor changes to page 4 to reflect the new Customer Insight and Engagement Strategy and feedback received as part of the inspection, by the Regulator of Social Housing.
- 4.3 On page 10 we have deleted the estate redesign as there is no budget allocated to this and included an ambition around damp, mould and condensation. On page 16 there is a slight change to the wording on the Achieve Programme. There have been no changes to the success measures this year as these were subject to a full review last year.
- 4.4 The Strategic Plan will be subject to a full review during 2025/26 to ensure this remains relevant, fit for purpose, and aligns to the interim 5-year review of the Services Agreement.
- 4.5 The Annual Business Action Plan (Appendix 2) is included within the Strategic Plan which details the key actions and areas of focus for that year with associated budgets/costs, stretching KPI's, a breakdown of where the management fee will be spent and updated staffing/governance arrangements.
- 4.6 The documents have also been shared with BMBC and comments / amendments to the Plan will be agreed as part of the BMBC approval process.
- 4.7 A six monthly update on progress on last year's plan is included as part of this report and an annual update will be presented to Board in May 25.
- 4.8 The actions in the Annual Business Action Plan reflect the priorities identified by Board, staff, our customers and BMBC to ensure we continue to deliver to our ambitions Hearing customers, Keeping Customers Safe, Technology and Innovation, zero carbon, Improving Opportunities for Employment and Training and growth of homes and services. These are all aligned to the BMBC Corporate Plan and 2030 vision.

- 4.9 The Annual Business Plan includes the DRAFT suite of KPI's for 2025/26. This comprises the Tenant Satisfaction Measure Requirements (TSM's) for the Regulator and the DRAFT Barnsley 2030 KPI's linked to the Strategic Plan and Services Agreement.
- 4.10 The draft internal BH Action Plan for 25/26 is attached for Board comment. This is based upon the priorities identified by the RSH and our 3 year vision and current business action plan. To improve Board oversight this will be reported into Board on a quarterly basis. The finalised Plan will be presented to Board in February 25.

Progress Against Annual Business Action Plan 24/25

- 4.11 Attached at Appendix 3 is the 6 month progress made against the Annual Business Action Plan for 24/25. Although some progress has been made it is now clear that these are longer term strategic actions that will in the main be carried over to 25/26.
- 4.12 The actions will take from 2 to 3 years and some over a longer period depending upon resources and budgets. The priorities for the next few years need to be aligned to the areas outlined by the RSH as a priority.

Key highlights

Improving Data quality, accuracy and maturity and using this data to tailor services for our tenants.	A strategy and 3 year action plan has been agreed and initial work has commenced. Currently reviewing data dashboards in NEC and Data tool demos have taken place.
Introduction of Voicescape	Increased collection of former tenant arrears and will be used for all case management from the end of November 24.
All homes will have up to date asset data used to support repairs, maintenance, and investment (Stock Data)	Completion rate at 85%
Implementing the lettings policy and reviewing its impact	The policy has been implemented and good progress has been made in looking the review of its impact.

Progress against the 3 year vision

- 4.13 The three year vision was agreed at Board Away Day earlier this year. These actions were agreed over a 3 year period but on reflection the year 1 actions are likely to take approximately 2 years and in some cases this may be more.

4.14 To better manage our actions these are in one action plan for 25/26, split between reportable to BMBC as part of the Services Agreement and actions for BH internal monitoring and reporting. Key milestones have also been included in all actions to ensure progress is monitored and it is clear what the required actions are to achieve the expected outcome. Regular reporting on progress of these actions will form part separate report to Board on a quarterly basis.

4.15 The draft internal Action Plan for 25/26 is attached at Appendix 4. Further work will be completed for the internal Plan and a finalised document will be presented to Board as part of the update report to Board on the 24/25 plan in May 25.

4.16 3 Year Vision Year 1 – Getting the basics right

Priority	Timescale	Outcome	Update Dec 2024
Efficiencies			
Review of PRIP Contract	May 2024	Provide a Berneslai Homes proposal on the opportunities and efficiency savings from a change in contract for Berneslai Homes.	Complete and new action included on 25/26 Annual Business Action Plan to work with the Council on this review.
Delivery of Repairs & Investment Strategy for 2024/25	From April 2024	Implement 1 year plan to eliminate as much as possible of the repairs backlog.	Ongoing – Moved to 2-year plan
Set savings targets for 2024-2027	May 2024	Develop a plan for efficiencies and savings with clear targets for the period 2024-2027.	Savings plans for 2025/6 developed but overarching Saving Plan to be presented to Board - – moved to 25/26.
Review Staffing Resources	July 2024	Base level organisational structure, costs and future options for savings.	To be delivered under new plan for 25/26. EMT discussions commenced Nov 2024
Innovation & IT			
New Data Strategy	July 2024	Implement approach to data – work with Microsoft to identify use of the data lake and links to information about stock, repairs, and customers.	Not progressed with Microsoft. Action Closed. Working closely with BMBC on their transformation project.

Priority	Timescale	Outcome	Update Dec 2024
Innovation & IT Cont/d.... Equipment Requirements	Commence September 2024	Ensure all staff have the correct IT kit to undertake their roles as effectively as possible.	This has commenced New kit is currently being trialled by Neighbourhood officers to replace laptop and tablet with one device.
Repairs First	From April 2024 September 2024	Development of Repairs First with in house Repairs Team – maximising efficiencies and releasing capacity Roll out phase 2 – CRM and Assets phase.	6 month review of RF Team working with service leads to review and embed RF across the organisation. Currently not realising expected benefits. Discussions taking place with an external ‘expert’ SAVA has been introduced – work commenced on Asbestos module.
Voicescape	October 2024	Implement Voicescape for Income Team.	In place end of November 24.
Future of Council Housing in Barnsley	July 2024	Develop a strategy for council housing in the borough including borrowing requirements.	New homes plan approved by BMBC for next 4 years and future ambitions to be considered as part of the national review of the HR and capacity.
Culture of Customer Obsession	September 24	Development of behavioural change – customer first culture	Initial Customer First training taken place and Cultural Change plan developed and approved EMT (Nov 2024)
Complaints Handling	From April 24	Enhanced approach to complaints handling	Additional resources in place in response to increased volume of complaints until March 25.

Priority	Timescale	Outcome	Update Dec 2024
Codesigning services with customers	July 24	Commence codesigning services for independent living schemes - with consultancy support	Draft report received from consultants November 2024. Under review and action plan under development.
Customer Conference	September 24		Delayed due to RSH Inspection

5. Customer Voice/Impact

The Strategic Plan was developed during 2021 following extensive conversations with tenants and all stakeholders. The new Annual Business Action Plan for 24/25 has been developed following consultations with our stakeholders and customers. A customer panel was held in October 23 where views of our tenants were sought. Tenant feedback was in line with the high level areas we are focusing on, as their priorities were hearing our customers, communication and repairs. Their feedback will support the planning on how we can improve on these over the 2/25 period. The RSH inspection provided assurance that the priorities identified in the Annual Business Plan were also identified as a key area by the Regulator.

6. Risk and Risk Appetite

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

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

7. Strategic Alignment

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

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

8. Data Privacy

This does not involve the processing of personal data.

9. Consumer Regulatory Standards

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

- Neighbourhood and Community Standard
- Safety and Quality Standard
- Tenancy Standard
- Transparency, Influence and Accountability standard (including Tenant satisfaction measures)

10. Other Statutory/Regulatory Compliance

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

11. Financial

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

12. Human Resources and Equality, Diversity and Inclusion

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

13. Sustainability Implications

Zero carbon is one of the objectives of the Strategic Plan and includes the actions that we will take to assist in achieving the zero carbon targets as a company. A key focus for the Business Plan for 2024/25 is to ensure that there is robust data to inform retrofit plans and to ensure that the Council and Berneslai Homes are best placed to access funding opportunities for insulation and renewable technologies, as they arise.

14. Associated Background Papers

Strategic Plan – Approved December 2021

15. Appendices

Appendix 1 - Draft Strategic Plan

Appendix 2 - Draft Annual Business Action Plan

Appendix 3 – Annual Business Action Plan 24/25 update

Appendix 4 – BH Internal Annual Action Plan Draft



berneslai
homes

Strategic Plan 2021-31

Roots in the past, eyes on the future.



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Welcome to our Strategic Plan 2021-31

Berneslai Homes continue to deliver high-quality housing and responsive maintenance services, supporting tenants into work, and transforming our business to meet the needs of our tenants.

We move into year five of a 10-year contract with Barnsley Metropolitan Borough Council, providing housing management and maintenance services across the council housing stock. The council is a crucial partner for Berneslai Homes and by building on this successful relationship we continue to drive improvements in the delivery of housing services. This partnership will ensure that we keep customers at the heart of everything we do.

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

We have implemented significant improvements to strengthen assurance around building and fire safety. This is a key area for us to ensure we meet the requirements of the Building Safety Act and keep our tenants safe.

As we move into this new regulatory era, we are getting back to basics, carrying out work so we know who our tenants are and who lives behind the front door of our properties.

April 2024 saw the Regulator of Social Housing introduce their proactive approach to regulation and the new consumer standards. Barnsley Council and Berneslai Homes as their delivery partner were inspected in 2024 receiving the highest regulatory grading (C1). This reflected the ongoing work to address areas of weakness and the continued commitment with tenants to improve services and outcomes. We will work together to strive for improvements in what remains a difficult economic environment.

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



Amanda Garrard
Chief Executive

Ken Taylor
Chair

About us

Berneslai Homes is an Arms Length Management Organisation (ALMO), 100% owned by the council, delegated to provide services to council housing across the borough.

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

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

We employ 541 staff, of which around 3% are apprentices. Many of our apprentices go on to secure permanent employment with us or partners.

We spend and invest wisely to achieve value for money.

Our tenants are at the heart of all we do.



Robust governance

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



Co-regulatory tenant involvement

Underpinning the Board and Committee structure is our co-regulatory tenant involvement and engagement model, including our Tenant Voice and Scrutiny panels and our local TARAs. Ensuring our customers are fully involved in developing, shaping and scrutinising our services. Following the launch of our new Customer Insight and Engagement Strategy and feedback received from the inspection by the Regulator of Social Housing we will focus on broadening the tenant voice in order to hear from a more diverse range of tenants as well as making improvements to feedback mechanisms.



Equality, diversity and inclusion

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



Vibrant and cohesive communities

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

The external environment

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



The Social Housing Regulation Act is a regulatory change for housing. The Regulator of Social Housing and the consumer standards rightly highlight our responsibilities to listen to the voice of our tenants, make sure this influences our services and ensures that we provide excellent quality services alongside effective mechanisms for listening and influence. The Better Social Housing Review and Action Plan make further recommendations to drive improvements in the quality of social housing.



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



We are underway on our **decarbonisation journey** to be carbon neutral by 2045. We have developed an approach to improving energy efficiency of the council housing stock and reducing our environmental impact. We are taking a 'fabric first' approach retrofitting homes. This will improve the environment performance of properties by helping keep customers homes warm, reducing energy costs and alleviating fuel poverty. We continue to focus on tackling our carbon footprint with our fleet of vans, through our operational activities and the introduction of new renewable technology.

Barnsley
2030



Ministry of
Housing,
Communities and
Local Government
(MHCLG)

Barnsley - the place of possibilities

We embrace our role as an anchor organisation in Barnsley. We will work closely with the council to ensure we align our services and Strategic Plan to meet the challenges and opportunities of their new Corporate Plan and the Barnsley 2030 vision:

Healthy Barnsley

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

Learning Barnsley

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

Growing Barnsley

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

Sustainable Barnsley

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

Barnsley

2030

Our values

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

Our vision is clear:

Creating great homes and communities with the people of Barnsley.

Customer first

You'll be at the heart of all we do

Can do attitude

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

Curious

We'll look beyond face value to get things right

Getting the basics right

We acknowledge the need get the foundations of the business right; to be a high performing and learning organisation that continues to transform, learn, and use innovation to improve our services to tenants whilst being as efficient as possible.

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

Successful and well-managed company – We invest and spend wisely in our homes and communities whilst also supporting the local economy and investing in our town, ensuring we provide value for money services.

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

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

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



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



Hearing customers

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

We will ✓

Co-design our services with tenants.

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

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

Ensure customer feedback is used to continuously improve services.

Offer a broad range of engagement and feedback opportunities aiming to hear from 50% of tenants annually.

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

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



How will we measure our success?



Peer group top quartile for customer satisfaction



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



Complaints responded to in peer group top quartile.



Keeping tenants safe

Keeping tenants safe is our priority.

Building safety

We will ✓

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

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

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

Ensure we have carbon monoxide and smoke detectors in all our homes.

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

Provide electronic access to compliance certificates for all our tenants.

Neighbourhood safety

We will ✓

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

Significantly reduce damp, mould and condensation in our homes.



How will we measure our success?



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



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



100% sprinkler installation project for high-risk buildings completed.



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



100% of properties have carbon monoxide detectors fitted.



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



Improving opportunities for employment and training

We will ✓

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

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

Deliver to the council's relaunched Employer Promise.

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

Achieve Programme supporting tenants to be ready for training and/or employment



How will we measure our success?



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



10% of BH workforce being apprentices by 2030.



100% of our apprentices achieving a relevant qualification.



All tenants using the internet by 2030.



Technology and innovation

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

We will ✓

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

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

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

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

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

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



How will we measure our success?



90% of customer contacts will be online by 2031.



50% of our tenants' homes will benefit from IoT (Internet of Things) technology by 2031.



80% of processes will have been reviewed streamlined and where possible automated by 2031.



10% increase in productivity through improved scheduling of work by 2025.



All tenants have access to affordable internet connections.



Growth of homes and services

Working with BMBC we will establish a future of council housing strategy that develops new homes, services, and products, benefitting the neighbourhoods in which we work. Without growth we cannot sustain services for our customers and undertake broader work.

New homes

We will ✓

Have a stable stock due to council build and acquisitions programme.

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

New services

We will ✓

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

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

Offer a trusted adaptations and repairs service to private owners.

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



How will we measure our success?



90% of non-specialist work will be delivered in house.



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



Zero carbon

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

We will ✓

Construction Services will operate exclusively on a zero emissions fleet by 2030.

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

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

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

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

Procure green energy for our operations.

Fit solar panels to our properties.

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

Introduce new heating systems with green alternatives for our customers.



How will we measure our success?



Mileage claims reduced by **50%**.



Fleet **100%** zero emission.



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



100% EPC 'C' for all properties.



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



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

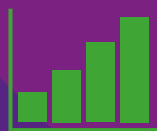


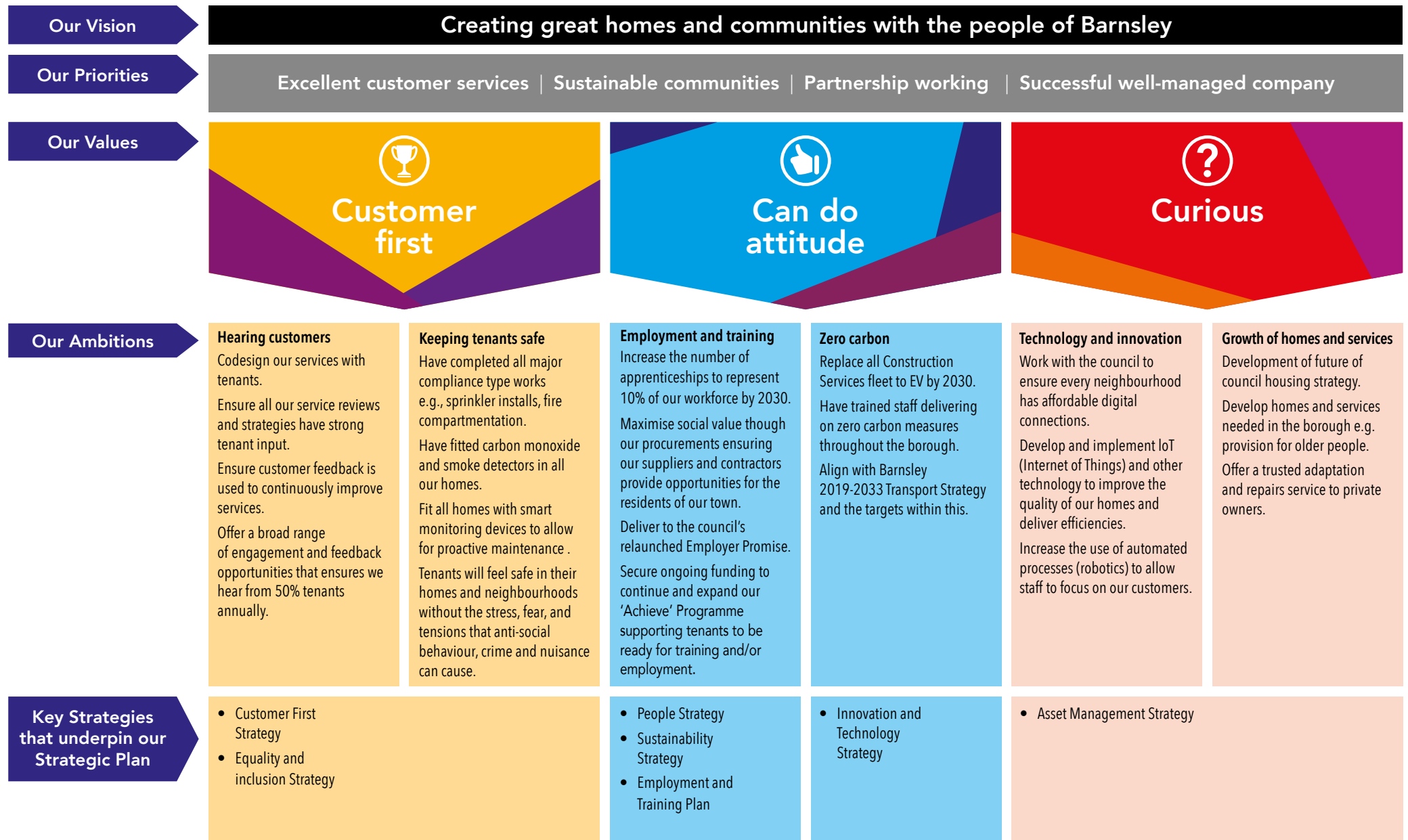
How we will measure success

- Quarterly reviews at management team and Board - considering key performance indicators and success measures.
- Our Strategic Plan will be reviewed on an annual basis by our Board and the council.
- Performance reported to Barnsley Council and to our customers through our website, easy to read at a glance for tenants and meetings twice each year with involved tenants to discuss our performance and performance measures through the Annual Report and our Tenant Voice Panel.

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

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







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.

March 2025

Overview

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

Barnsley Council (BMBC)

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

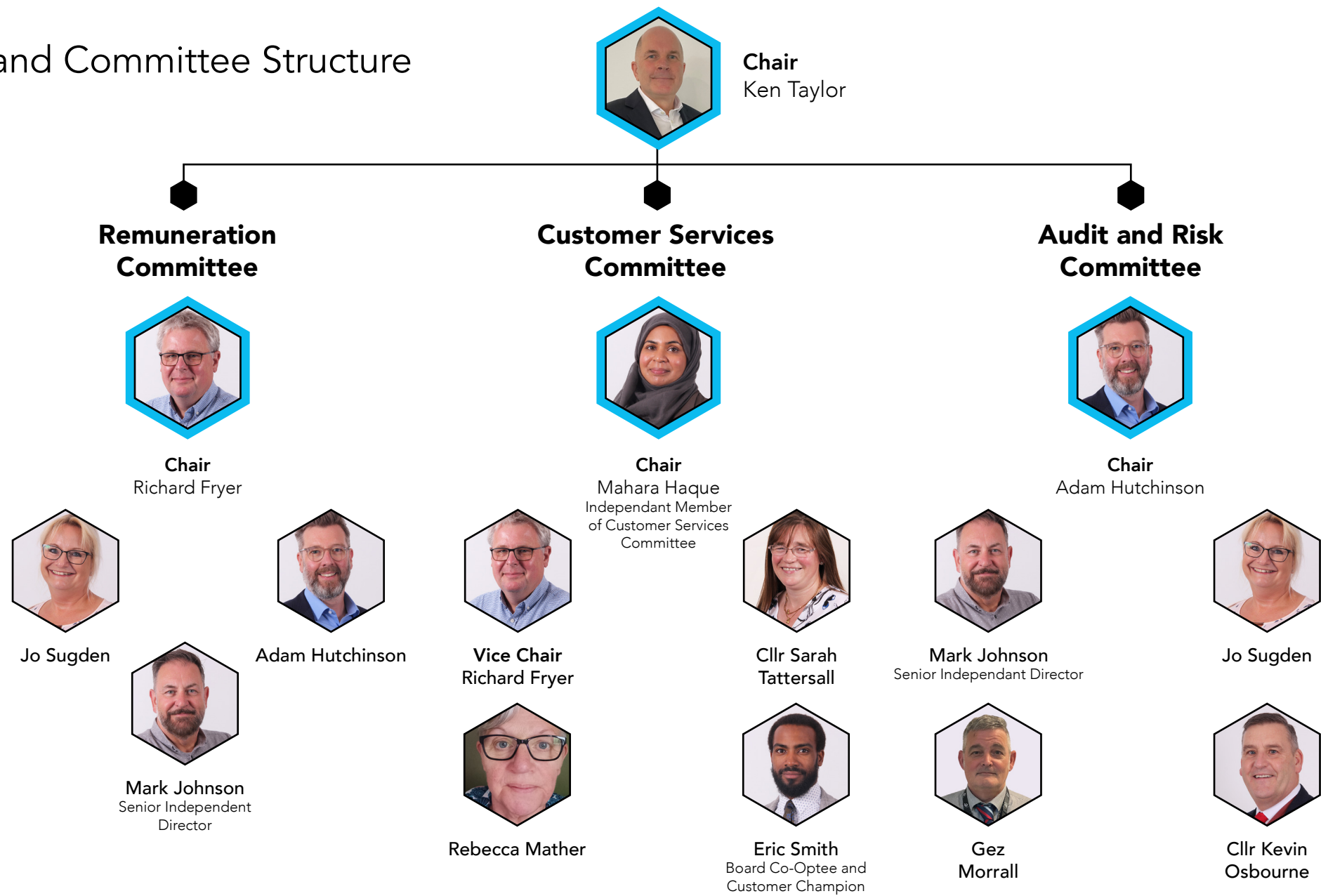
Berneslai Homes

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

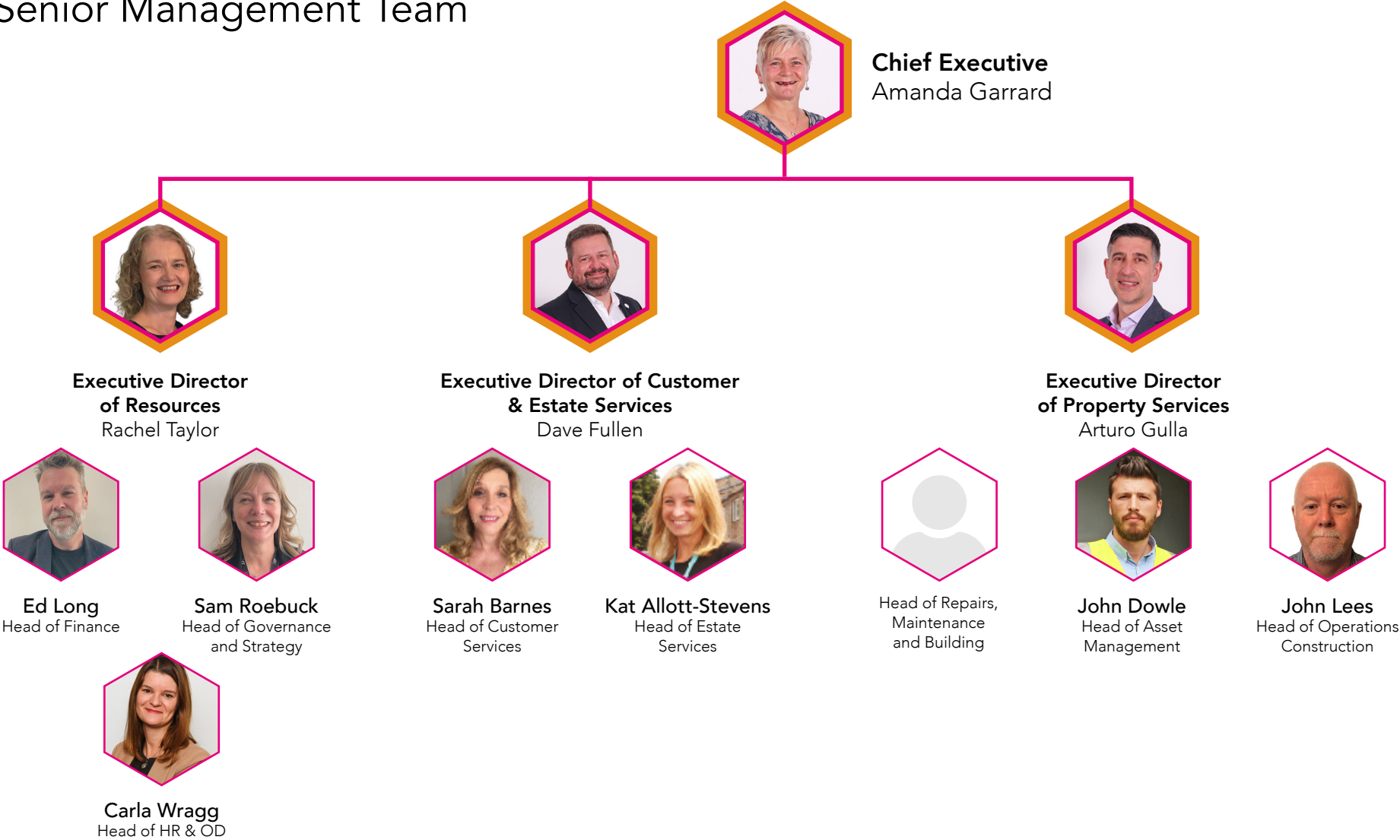
- We manage the waiting list for the council and let vacant homes
- We collect rent
- We repair, maintain, and improve our homes and estates
- We support people facing financial difficulty
- We keep our estates clean and tidy and deal with issues of lower-level anti-social behaviour
- We support people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



Board and Committee Structure



Executive Management Team (EMT)
and Senior Management Team



APPENDIX 2 Draft Berneslai Homes Annual Business Action Plan

Berneslai Homes Key priorities and focus 2025/2026

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources
Healthy Barnsley	Review of Repairs First and DRS to ensure the new system is used to its full functionality to deliver efficient, effective, and timely customer service (NEC Repairs First) DRS	Technology and Innovation	Ownership of system by Business Leads within Property Services; Actions to improve use approved and commenced procedures revised to meet system requirements ; anticipated benefits realised and savings achieved; DRS consultant to support BH in the correct configuration of our DRS for best effect;	April 25 April 25 October 25 April 26 Commencing late 2024 to allow for familiarity and self management	Head of Operations CS, Head of Governance and Strategy - team set up to deliver improvements from across Construction Services and IT. External support from consultant.
Healthy Barnsley	Improving Data quality, accuracy and maturity and using this data to tailor services for our tenants.	Hearing Customers	Following demos of data tools in 2024 a trial of tools to enhance data quality across systems Self-financing business case to purchase software Data standards and data champions across the organisation Improved induction for IT systems across the organisation	April 25 May 25 June 25 Throughout 25/26	Head of Governance and Strategy - savings to be identified to enable BH to invest on a data tool. Resources required from across the organisation.
Learning Barnsley	IT Modernisation - Using technology to streamline services and review and automate processes where possible.	Technology and Innovation	Work with BMBC in their digital transformation journey to improve automation for BH. Consideration of CRM through Dynamics Commencing with a discovery piece and project plan for implementation over a 3 year period. Development of modules within NEC Assets and Asbestos	Throughout 25/26 and beyond	Executive Director of Resources & Head of Governance and Strategy (IT budgets) Head of Assets (NEC consultants)
Healthy Barnsley	Hearing and responding to a wider tenant voice, customer Engagement and Influence	Hearing Customers	Review successfulness of Insight and Engagement Strategy Fully develop chosen insight IT platform Increase insight following successful launch of Knowing our Customers Project Tenants conference held codesign pilot	01/01/2026 April 25 ongoing through 25/26 Summer 25	Head of Customer Services& Engagement Manager budget for insight platform
Growing Barnsley	Maximising Income	keeping Tenants safe	Reduce void rent loss and maximise rental income. New void action plan and working group to deliver benefits. Processes being remapped to deliver process efficiency Voicescape Caseload Manager in place to increase effectiveness of Income Collection & Automation to be turned on w/c18/11/24 to further enhance Income Collection performance	November 24 - March 26	Head of R,M&BS & Head of Estate Services Head of Estate Services

APPENDIX 2 Draft Berneslai Homes Annual Business Action Plan

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources
Healthy Barnsley	Complete all Repairs backlog	keeping Tenants safe	Monthly reporting, backlog up to 31st March 24 will be manual Reduce backlog by c50% (backlog projections produced for board) Increase output by -delivery partners establishing a joint working group Nov 24 to learn from each other regarding efficiency improvement for increased output virement made to balance 24/25 budget and deliver increased planned repairs within period Improve communications to tenants to advise backlog position	April 25 daily and ongoing throughout 25/26	Head of R&M and Building Safety
Sustainable Barnsley	To achieve EPC 'C' by 2030 and Net Zero by 2045 (Development approach to sustainability)	Zero Carbon	Strategic - Intelligent Energy Modelling (SAVA) system implemented to provide revised baseline position for measures/costs for Council Stock to achieve "EPC C" and Net Carbon Zero 20245	Jan-25	Head of Asset Management
			Strategic - Development of a Retrofit Strategy/Plan in consultation with Council and identify and agree funding to support objective - Strategic - Establish and agree a delivery model/approach.	Apr-26	
			Strategic - BH/BMBC Asset Management Housing Stock Board vehicle for active asset management of Council stock	Dec-25	
			Operational - Energise Barnsley Ltd 1000 PV scheme	Sep-25	
			Operational - Warm Homes: Social Housing Fund (was SHDF prev) Wave 3. Continue to work collaboratively BH/BMBC to design and apply for government funding through the scheme.	March 25 to April 25	
			Operational - Stock Condition and EPC programmes 20% per annum from April 2025 via a risk based approach to support ongoing data collection and understanding of Council Stock	Apr-25	
Sustainable Barnsley	Work in partnership with BMBC to embed the changes resulting from the 5 year contract review of the Property Repair and Improvement Programme (PRIP)	Hearing Customers	Evaluate impact of contract amendments and report to Board	Sep-25	Executive Director of Property Services Executive Director of Resources

APPENDIX 2 : Draft Berneslai Homes Annual Business Action Plan

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources
Healthy Barnsley	Actions from Regulator of Social Housing Inspection during 2024	Hearing Customers	Ensure the outcomes of Tenant Engagement and Influence are always captured and shared	Ongoing through 25/26. linked to insight and engagement strategy	Head of Customer Services
			Publicise Language Line services and ensure we proactively offer to translate	May-25	Head of Human Resources and OD
			Review opportunities for tenants to have more direct communication with BMBC as their landlord	May-25	Head of Customer Services
			Increase our actions to increase diversity in our engaged tenants group	Ongoing through 25/26. linked to insight and engagement strategy	Head of Customer Services
			Work with BMBC to include tenants in setting KPIs	Throughout 25/26	Head of Governance and Strategy with BMBC
			Introduce a clear methodology to prioritise the future 20% rolling stock condition survey programme	Apr-25	Head of Asset Management
			Improve communication on the outcome of work on ASB	Throughout 25/26	Head of Estate Services
			Review the use of tools for ASB and continue joint working with BMBC to improve processes.	Throughout 25/26	Head of Estate Services and BMBC

Strategies

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

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

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

Finance and our budgets 2024/2025

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

How will we measure success?

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

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

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

Continued on next page.

APPENDIX 2: Draft Berneslai Homes Annual Business Action Plan

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

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

Barnsley 2030 objective	Priority	Strategic Ambition	Milestones	Date	BH Lead and additional resources	Q1 Update	Q2
Healthy Barnsley	Implement phases 1.1 and 1.2 of Repairs First and DRS and ensure we use the new system to its full functionality to deliver efficient, effective, and timely customer service (NEC Repairs First) DRS	Technology and Innovation	Review of phase 1 repairs first implementation Phase 1.1 Repairs and Maintenance 1.2 December 24 Asset Management.	Sept 24 May 24 Sept 24	Managing Director Construction Services, Head of Asset Management, Head of Governance and Strategy	Head of GS - currently reviewing phase 1 and lessons learned. Head of AM: Demonstration from NEC provided for Asset Modules (phase 1.2). Full programme for implementation being developed/agreed by BH transformational board / EMT	Head of GS - 6 month review of phase 1 and how working for Construction Services is underway. NEC energy module is now in place and SAVA being implemented taregt for go live Dec 24. Head of O (CS) reviewing data that is being produced from system to utilise as business intelligence to enable us to review resources and workloads.
Healthy Barnsley	Improving Data quality, accuracy and maturity and using this data to tailor services for our tenants.	Hearing Customers	Data Strategy and 3 year Action Plan to improve data approved by EMT Soft market testing of tools to enhance data quality across systems and Business case to purchase software Improved induction for IT systems and introducing data standards and data owners across the organisation	June 24 October 24 March 25	Head of Governance and Strategy budget for data accuracy tool required.	H of GS - draft data strategy been to Executive Management Team. Final amendments to be approved. Year one action plan developed and agreed by Executive Management Team. Initial review of data tools taking place.	Head of GS - reviewing use of data dashboard in NEC to be implemented by March 25 to enhance data quality. Demo's of on line tooling taking place.
Healthy Barnsley	Using technology to streamline services and review and automate processes where possible.	Technology and Innovation	Agree 3 year programme of areas to review with EMT Work with BMBC in their digital transformation journey to improve automation for BH	June 24 March 25	Head of Governance and Strategy IT budgets	Initial meeting held between BMBC and BH. Discovery work around content relationship Management system is initial area being considered.	Head of GS - discovery work taking place with BMBC around using BMBC Dynamics for CRM.
Healthy Barnsley	Hearing and responding to a wider tenant voice	Hearing Customers	Review successfulness of Insight and Engagement Strategy Fully develop chosen insight IT platform Increase insight following successful launch of Knowing our Customers Project	Dec-24 Jun 24 Dec 24	Head of Customer Services Engagement Manager Head Of Governance & Strategy - budget for insight platform	H of GS - knowing our Customers project paused as links to CRM. Insight strategy agreed Board 11th July 24. Ho CS - Survey platform being developed and question set agreed with service leads. slight delay due to staffing absence.	*Still in development, due to be approved by Board and BMBC by Dec-24. 3 surveys developed, 3 more to be added, in addition a full prog of surveys to be developed and rolled out from Apr-25. Other actions on the Strategy being progressed. *Voicescape now set up - complete. *Being deferred due to CRM. Interim solution being looked at by HoS CS and GS.
Healthy Barnsley	Bespoke approach to Neighbourhood Management	Hearing Customers	*12 month review of Neighbourhoods and ASB structures *All staff completed Housing Professional Passport by December 2024 *Key Action Plans - Noise / ASB complete	Apr-24 Dec- 24 Apr-24	Head of Estate Services, Neighbourhood Manager, ASB Team Leader	Restructure complete. Housing Professional Passport programme underway. Service Transformation continuing ASB	*Head of Estates - structure requires additional review , to be completed once consultation completed with staff to support move to one base due to take place November 24. HiHPP on track for Dec although will need to arrange mop up session after this date due to staff turnover to ensure everyone has done this. ASB team restructure complete - to be reviewed Summer 2025.
Healthy Barnsley	All homes to be compliant with Building Safety and Compliance regulations/legislation (Building Safety)	Keeping Tenants Safe	*Ongoing Monthly Building Safety Scorecard Reports to transfer to Realtime reporting via C365 *EICR 100% to 5 year Position (utilising warrant of entry for access) *Lifts 100% Compliant (utilising warrant of entry for access) *Building Safety Cases - Quarterly Review with Building Safety Project Board awaiting contact from the Building Safety Regulator *Embed the Damp, Mould & Disrepair Team & Produce a bespoke Strategy *Installation of IOT Monitoring	01/06/2024 revised to August 2024	Head of Repairs Maintenance and Building Safety	Monthly monitoring remains on Scorecard whilst the C365 Implementation works remain ongoing. Revised target agreed for August 2024 with dates booked with BMBC Corporate Assurance Team to audit the system and data to ensure accuracy	Monthly monitoring remains on Scorecard whilst the C365 Implementation works remain ongoing. This is in the final stages of being audited by BMBC Corp Assurance, then board approval will be sought to go fully live. We continue to closely monitor regulatory changes on the horizon (Awaabs Law & DH2).
Healthy Barnsley	All homes will have up to date asset data used to support repairs, maintenance, and investment (Stock Data)	Technology and Innovation	* Review stock data completion rates and run a targeted mop up programme to attain full asset data set. * Commissioning of a data validation exercise of stock data. * Rolling programme of stock condition across 20% of the stock per annum, operating on a risk based approach in relation to property selection.	June 24 Aug 24 Mar 25	Head of Asset Management	Head of AM. March 2024 completion rates 83%. Penningtons completed stock validation report for BH. Mop up programme for remaining approx. 15% being undertaken. 2025/26 risk based approach being developed by AM Team for 20% per annum SCS	Head of AM: Sep 2024 completion rate at 85%. Penningtons provided outcome report to BH/BMBC key stakeholders Jul 2024. SCS supporting development of medium term capital investment plan. 15% SCS still to be undertaken (no access). As per Q1 update - 2025/26 risk based approach to be developed by AM Team for 20% per annum SCS

Barnsley 2030 objective	Priority	Strategic Ambition	Milestones	Date	BH Lead and additional resources	Q1 Update	Q2
Learning Barnsley	Strategic Workforce Planning (incorporating Professionalism Agenda, Succession / Workforce Planning)	Employment and Training	Review of jobs in scope, current qualifications held and training needs Review employee specs and recruitment process to meet competency and conduct requirements Review PDR process Agree Workforce Planning/Succession Planning Framework	June 24 June 24 March 25	Head of HR&OD	Head of HR,OD&Comms - Roles in scope for proposed competency & conduct standard agreed, current qualifications of post holders identified, training plan being developed. Job adverts for roles in scope now include qualification requirements. Interim review of PDRs completed	Head of HR,OD&Comms - Roles in scope for proposed competency & conduct standard agreed, refreshing data on current qualifications of post holders due to turnover and training plan being developed. Job adverts for roles in scope now include qualification requirements. Interim review of PDRs completed & full review commenced. Workforce & Succession Planning Framework to be developed in 2025/26
Growing Barnsley	Implementing the Lettings Policy and reviewing its impact	Hearing Customers	Post Go live review of new policy Review wider service processes Obtain feedback from applicants 6 months after go live Completion of annual review report for Board and BMBC Review mutual exchange service offer and provider Review service structure for efficiencies	April 24 June 24 Aug 24 Jan 25 Sep 24 Jan 25	Head of Customer Services Lettings Manager	H O CS - Policy Live 1/4/24. System still in development. Temp amends to existing set up. Qtr 1 analysis completed. Review of wider processes commenced. Update in Qtr 2	*Went live. *Commenced review of wider processes - behind target due to staffing resources *Customer Panel to be held Nov-24 and survey in development. *Commenced mid-year impact report to share with Ctte and elected members. *To commence - contact with alternative providers already made - deferred to new year. Current contract expires Oct-25. *Reviewing service structures to deliver projects - commenced.
Sustainable Barnsley	To achieve EPC 'C' by 2030 and Net Zero by 2045 (Development approach to sustainability)	Zero Carbon	*Review exercise to be undertaken following completion of EPC 'C' retrofit pilot, delivered via PRIP contractual arrangement. *Develop and agree approach with EMT and BMBC for a EPC 'C' retrofit programme to deliver 2030 objective for all BH stock.	July 24 October 24	Head of Asset Management	Head of AM: Pilot undertaken via PRIP. Retrofit with Barnsley Home Standard works in 2024/25 to be paused - HRA priorities. Commission for SAVA intelligent energy modelling system to be implemented to allow for a full stock retrofit plan to be developed	Head of AM: Transformation Board agreed implementation of SAVA intelligent energy module. Anticipated to be live for Dec 2024. NEC Phase 2 Assets Module to follow. Full retrofit plan to be created

Strategic Ambition	Priority	Milestones	Date	Financial Milestones	BH Lead and additional resources	Q1 Update	Q2	Q3	Q4
Technology and Innovation	Review of Repairs First and DRS to ensure the new system is used to its full functionality to deliver efficient, effective, and timely customer service (NEC Repairs First) DRS	Ownership of system by Business Leads within Property Services; Actions to improve use approved and commenced procedures revised to meet system requirements ; anticipated benefits realised and savings achieved; DRS consultant to support BH in the correct configuration of our DRS for best effect;	April 25 April 25 October 25 April 26 commencing late 2024 to allow for familiarity and self		Head of Operations CS, Head of Governance and Strategy - team set up to deliver improvements from across Construction Services and IT. External support from consultant.				
Hearing Customers	Improving Data quality, accuracy and maturity and using this data to tailor services for our tenants.	Following demos of data tools in 2024 a trial of tools to enhance data quality across systems Self-financing business case to purchase software Data standards and data champions across the organisation Improved induction for IT systems across the organisation	April 25 May 25 June 25 Throughout 25/26		Head of Governance and Strategy - savings to be identified to enable BH to invest to dave on a data tool. Resources required from across the organisation.				
Technology and Innovation	IT Modernisation - Using technology to streamline services and review and automate processes where possible.	Work with BMBC in their digital transformation journey to improve automation for BH. Consideration of CRM through Dynamics commencing with a discovery iece and project plan for implementation over a 3 year period. Development of modules within NEC Assets and Asbestos	Throughout 25/26 and beyond		Executive Director of Resources & Head of Governance and Strategy (IT budgets) Head of Assets (NEC consultants)				
Hearing Customers	Hearing and responding to a wider tenant voice, customer Engagement and Influence	Review successfulness of Insight and Engagement Strategy Fully develop chosen insight IT platform Increase insight following successful launch of Knowing our Customers Project Tenants conference held codesign pilot	01/01/2026 April 25 ongoing through 25/26 Summer 25		Head of Customer Services& Engagement Manager budget for insight platform				
keeping Tenants safe	Maximising Income	Reduce void rent loss and maximise rental income. New void action plan and working group to deliver benefits. Processes being remapped to deliver process efficiency Voicescape Caseload Manager in place to increase effectiveness of Income Collection & Automation to be turned on w/c18/11/24 to further enhance Income Collection performance	November 24 - March 26		Head of R,M&BS & Head of Estate Services Head of Estate Services				
keeping Tenants safe	Complete all Repairs backlog	Monthly reporting, backlog upto 31st March 24 will be manual Reduce backlog by c50% (backlog projections produced for board) Increase output by -delivery partners establishing a joint working group Nov 24 to learn from each other regarding efficiency improvement for increased output virement made to balance 24/25 budget and deliver increased planned repairs within period Improve communications to tenants to advise backlog position	April 25 daily and ongoing throughout 25/26		Head of R&M and Building Safety				
Zero Carbon	To achieve EPC 'C' by 2030 and Net Zero by 2045 (Development approach to sustainability)	Strategic - Intellegent Energy Modeling (SAVA) system implemented to provide revised baseline position for measures/costs for Council Stock to achieve "EPC C" and Net Carbon Zero 20245	Jan-25						
		Strategic - Development of a Retrofit Strategy/Plan in consultation with Council and identify and agree funding to support objective - Strategic - Establish and agree a delivery model/approach.	Apr-26						
		Strategic - BH/BMBC Asset Management Housing Stock Board vehicle for active asset management of Council stock	Dec-25		Head of Asset Management				
		Operational - Energise Barnsley Ltd 1000 PV scheme	Sep-25						
		Operational - Warm Homes: Social Housing Fund (was SHDF prev) Wave 3. Continue to work collaborativly BH/BMBC to design and apply for government funding through the scheme.	March 25 to April 25						
		April 2025 via a risk based approach to support ongoing data collection and understanding of Council Stock	Apr-25						
Hearing Customers	Work in partnership with BMBC to embed the changes resulting from the 5 year contract review of the Property Repair and Improvement Programme (PRIP)	Evaluate impact of contract amendments and report to Board	Sep-25		Executive Director of Property Services Executive Director of Resources				
Hearing Customers	Actions from Regulator of Social Housing Inspection during 2024	Ensure the outcomes of Tenant Engagement and Influence are always captured and shared	Ongoing through 25/26. linked to		Head of Customer Services				
		Publicise Language Line services and ensure we proactively offer to translate	May-25		Head of Human Resources and OD				
		Review opportunities for tenants to have more direct communication with BMBC as their landlord	May-25		Head of Customer Services				
		Increase our actions to increase diversity in our engaged tenants group	Ongoing through 25/26. linked to insight and engagement strategy		Head of Customer Services				
		Work with BMBC to include tenants in setting KPIs	Throughout 25/26		Head of Governance and Strategy with BMBC				
		Introduce a clear methodology to prioritise the future 20% rolling stock condition survey programme	Apr-25		Head of Asset Management				
		Improve communication on the outcome of work on ASB	Throughout 25/26		Head of Estate Services				
		Review the use of tools for ASB and continue joint working with BMBC to improve processes.	Throughout 25/26		Head of Estate Services and BMBC				

Strategic Ambition	Priority	Milestones	Date	Financial Milestones	BH Lead and additional resources	Q1 Update	Q2	Q3	Q4
Employment and Training	Enhance organisational culture Building Together programme	1) Intro to Customer First workshops delivered 2) Establish EMT sponsored Employee Experience action groups 3) Establish EDI Steering Group 4) Relaunch Employee Engagement Group 5) Inclusion Passport launched 6) Code of Conduct reviewed	1) Sept 2024 2) Dec 2024 3) Nov 2024 4) March 2025 5) Dec 2024 6) March 2025		Executive Management Team.				
Employment and Training	Ensure we have resources to deliver our strategic plan and ensuring we are cost effective and provide value for money.	1) Implement restructure across organisation. Property Services Resources Directorate and Estate Services 2) Review success of restructure	30 September 25 31st March 26 September 26 March 27		Executive Management Team				
Employment and Training	Strategic Workforce Planning (incorporating Professionalism Agenda, Succession / Workforce Planning)	Review PDR process Agree Workforce Planning/Succession Planning Framework Identify and implement any training requirements including a new leadership development programme Qualification Audit Inspire System optimised	June 25 June 25 March 25 October 25		Head of HR&OD				
Hearing Customers	Develop savings plan to achieve long-term financial sustainability for BH	2 year savings plan recommended to Board Implement savings with quarterly updates reported to BH Board	June 25 Throughout 2025 - 2027		Executive Management Team				
Employment and training	Roll out of devices suitable for roles and within budget	If trial by Neighbourhoods successful order new device for all neighbourhood Officers (using carried over budget) Trial for Assets (visiting officers with same kit as NO) Develop plan to replace all devices not compatible with windows 11 develop plan to replace devices based upon age (tech refresh)	Apr-25 May-25 Oct-25 Dec-25		Head of Governance and Strategy				

Report Title	Disrepair Policy	Confidential	No
Report Author	Arturo Gulla – Executive Director of Property Services	Report Status	For Approval
Report To	Board 5 th December 2024	Officer Contact Details	ArturoGulla@berneslaihomes.co.uk

1. Executive Summary	<p>This report presents the Disrepair Policy for Berneslai Homes, a comprehensive guide for how Berneslai Homes manages claims of disrepair from residents who are dissatisfied with the condition of their homes. It has been written in line with the Ministry of Justice Pre-Action Protocol for Housing Condition Claims (England).</p> <p>The policy outlines the responsibilities of both Berneslai Homes, BMBC Insurance Team, and our appointed solicitors to conclude Disrepair Claims in a timely manner as set out by the Ministry of Justice Pre-Action protocol for Housing Condition Claims (England). The policy also addresses the importance of performance measurement and benchmarking.</p> <p>The policy ensures equal and fair access to our services and ensures provisions are in place to take into consideration the individual needs of our tenants to allow reasonable adjustments to be implemented where necessary.</p> <p>The key statutory requirements are as follows:</p> <ul style="list-style-type: none"> • Ministry of Justice Pre-Action Protocol for Housing Condition Claims (England) • Landlord and Tenant Act 1985 (LTA) Section 11 • Defective Premises Act 1972 (DPA) Section 4 • Environmental Protection Act 1990 (EPA) • Homes (Fitness for Human Habitation) Act 2018 • Housing Ombudsman (HO) • Social Housing (Regulation) Act 2023 • Regulator of Social Housing - Safety and Quality Standard
2. Recommendation	Board is recommended to approve the Disrepair Policy.

3. Background

- 3.1 The repairs and maintenance of our homes is of critical importance for our residents, and it is a requirement of the Regulator of Social Housing, as set out in the new Safety & Quality Standard.
- 3.2 Whilst our performance of maintaining our homes is commendable within our sector, we also acknowledge we don't always get things right. When we fail to maintain our homes to the standard reasonably expected we can be held to account either by our residents using our formal complaints procedure, and/or our residents can instruct a legal party to act on their behalf. This is referred to as a Disrepair claim and is instigated by receipt of a 'Letter of Claim' from the resident's representing party.

4. Current Position/Issues for Consideration

- 4.1 We currently have 92 live (ongoing) legal cases of disrepair. Referring to the below historical cost of disrepair, we can deduce the average settlement cost of a disrepair case is c.£2.55k. This excludes actual works^{note1} cost, and staff costs involved in the process. With legal fees of both sides and expert reports, along with cost of repairs and based upon experience, each legal disrepair claim will currently cost more than £10k. With the outstanding cases we have (and more will be raised against us this year) we may anticipate exposure to c.£1.0m this FY alone. This is based upon the number of outstanding claims, settlement to date, and anticipated new cases of c.40 between now and year end – and our average in year cost of £7,250 per claim - plus cost of works on site.

With a robust policy, process and focus we can appropriately challenge the cases without merit, and this sends a 'message' to claims farmers, and whereby they move to the next (easy target). We thereby greatly minimise our financial exposure.

Disrepair Claims (Financial Years) - both party legal fees and compensation award only			
figures do NOT include cost of works on site			
Year	Claims Received	Outstanding claims	Settlement Costs
2020-2021	15	0	£63,557.50
2021-2022	19	0	£115,592.37
2022-2023	69	1	£258,940.95
2023-2024	92	14	£287,965.71
2024 (to Nov 24)	118	77	£73,009
Total	313	92	£799,065.42
Value of outstanding claims (92no) to be finalised		(estimate)	£667,890.00
Value of on site works April24 to date ^{note1}			£c.379k

Above data supplied by BMBC finance

Note1: Value of works on site currently difficult to be specific. This is changing due to revised process to be implemented.

- 4.2 It is not unusual for legal firms to proactively approach our residents (claims farming) via telephone, letter, TV and radio advertising, and 'doorstepping' where they actively target a street, village, or town etc. and actively knock on doors. Along with peers within our sector this has resulted in a significant rise in disrepair claims.
- 4.3 Whilst it is right we are held to account where we fail to maintain our homes, we also receive 'questionable' disrepair claims from various legal firms where our resident has been 'encouraged' to raise a disrepair claim against us. With the current cost of living crisis many of our resident's face this is not surprising that at the suggestion of a legal firm they will receive a few thousand pounds in compensation that they raise a disrepair claim against us.
- 4.4 Irrespective of the legitimacy of a disrepair claim, they are costly and time consuming to conclude or defend. The Disrepair Policy sets out how we will manage disrepair claims to minimise the resource, financial and reputational impact of such claims, whilst acting in a professional and empathic manner to serve the interests of our residents.

5. Customer Voice/Impact

The Disrepair Policy has been developed through extensive consultation with the Tenants Voice Panel, Legal Services, SMT, EMT and BMBC and will be communicated and implemented accordingly. The policy aligns with BMBC priorities and all relevant legislation i.e. the Ministry of Justice Pre-Action Protocol for Housing Condition Claims.

6. Risk and Risk Appetite

6.1 Financial

Our financial risk is exposure to lengthy legal processes which incur many costs, our internal resource costs to address disrepair claims, costs of our partners undertaking works, our appointed legal firms' costs of litigation, claimant's solicitor costs, and compensation awards to residents of successful claims. Robust management of disrepair claims – acting swiftly to fulfil our obligations where we are culpable, and expertly, and swiftly defending questionable claims will mitigate our overall financial liabilities.

The influx of disrepair claims brings with it financial implications in the form of settlement fees. This is a risk to the HRA which is already under pressure. Since 2020, over £545,000 has been paid out in settlement payments (and not including legal bills and cost of works) which could have been spent on other essential services.

6.2 Operations

It is imperative we have sufficiently experienced and qualified staff to manage the volume and activities of disrepair claims if we are to minimise our legal and financial exposure. Currently, due to volumes and resource limitation, we do appoint Pennington's to undertake our disrepair surveys on our behalf. Electing to take an opportunity elsewhere, our previous Disrepair Manager left BH in September 2024, and we have a new Disrepair, Damp and Mould Manager starting with us on 2nd January 2025.

6.3 Reputational

Disrepair cases are stressful for our residents, and this can result in negative opinions of our service. Should we not robustly manage disrepair claims the financial impact will not only affect our budgets but also invite negative views from our client, BMBC.

Additionally, the media has an appetite for residents experiencing disrepair, and our right to replay can be somewhat limited.

7. Strategic Alignment

The Disrepair Policy aligns with Berneslai Homes Strategic Plan and It supports the councils 2030 vision and the key theme of a Healthy Barnsley.

8. Data Privacy

No personal data is used in the production of this policy, and use of the policy does not involve anything outside of DPIA policies already in place

9. Consumer Regulatory Standards

This report relates to the following elements of the Regulatory Standard and where we are to be transparent in our areas of improvement whilst we strive to provide safe and decent places within our communities for people to thrive.

- Transparency, Influence and Accountability, and where we treat people with respect and fairness, consider individual needs, and be effective communicators by way of regular, informative engagement.
- Tenancy, and where we seek to support tenants in maintaining a tenancy which meets their individual needs in an equitable, fair and transparent manner, and which is safe and secure.
- Safety and Quality, and where we seek to provide safe and decent homes with consideration of individual needs, and to maintain and improve our homes to meet emerging needs of the residents, performance and comfort.
- Neighbourhood and Community, and where a home is not just the property, but the space and community in which people live. We promote social, environmental and economic welling, and work with external partners to deliver social value and community safety.

10. Other Statutory/Regulatory Compliance

We are bound by the Ministry of Justice Pre-Action Protocol for Housing Condition Claims (England). In addition, the following are the key statutory requirements:

- **Ministry of Justice Pre-Action Protocol for Housing Condition Claims (England)**
- **Landlord and Tenant Act 1985 (LTA) Section 11**
- **Defective Premises Act 1972 (DPA) Section 4**
- **Environmental Protection Act 1990 (EPA)**

- **Homes (Fitness for Human Habitation) Act 2018**
- **Housing Ombudsman (HO)**
- **Social Housing (Regulation) Act 2023**
- **Regulator of Social Housing - Safety and Quality Standard**

11. Financial

Our financial risk is exposure to lengthy legal processes which incur many costs; our internal resource costs to address disrepair claims, costs of our partners undertaking works, our appointed legal firms' costs of litigation, claimant's solicitor costs, and compensation awards to residents of successful claims. Robust management of disrepair claims – acting swiftly to fulfil our obligations where we are culpable, and expertly, and swiftly defending questionable claims will mitigate our overall financial liabilities.

12. Human Resources and Equality. Diversity and Inclusion

The policy ensures equal and fair access to our services, taking into consideration the individual needs of our tenants, their family or other persons living with them. We will ensure that individual needs are considered throughout the process and make reasonable adjustments where necessary. We will treat people fairly and with dignity and respect. All staff are trained in Equality, Diversity and Inclusion to embed understanding about where we may need to adapt normal policies, procedures and ways of working to accommodate residents' individual needs. This is mandatory training which is monitored by our Organisational Development Team. Our Equality, Diversity and Inclusion Strategy meets our duties under the Equality Act 2010 (the Act) and is about the following:

- Equality - Of access to opportunities.
- Diversity - Recognise and celebrate differences.
- Inclusion - Belonging and acceptance, feeling valued for who you are.

13. Sustainability Implications

The Disrepair Policy by Berneslai Homes aligns closely with the organisation's broader sustainability goals.

14. Associated Background Papers

There are no background papers of significance with respect to influencing the approval of the submitted policy

15. Appendices

Appendix A – Disrepair Policy

16. Glossary

DPIA – Data Protection Impact Assessment

BERNESLAI HOMES POLICIES & PLANS



Disrepair Policy

Document Control

Title	Disrepair Policy
Responsible Officer	Damp, Mould & Disrepair Manager
Author	Head of Repairs Maintenance & Building Safety
Subject	Disrepair
Information Asset Owner	Head of Repairs Maintenance & Building Safety
Approved by	EMT
Approved date	7 th May 2024
Review date	Three years post approval date or sooner if amendments are required
Review responsibility	Damp, Mould & Disrepair Manager
DPIA Completion Date	Submitted 10/11/2023
EIA Completion Date	Submitted 10/11/2023
Regulatory Framework	Regulator of Social Housings Safety and Quality Standard, Transparency, Influence and Accountability Standard

Revision History

Date	Version	Author	Comments
Sept-23	1.0	Dan Crossley - Head of Repairs Maintenance & Building Safety	First Draft
Oct-23	1.1	Dan Crossley - Head of Repairs Maintenance & Building Safety	Draft – Review by BMBC & Legal
Nov-23	1.2	Dan Crossley - Head of Repairs Maintenance & Building Safety	Draft for Comment & Approval by EMT
Dec-23	1.3	Dan Crossley - Head of Repairs Maintenance & Building Safety	Draft shared with TVP & Key Stakeholders for Comment
Feb-24	1.4	Dan Crossley - Head of Repairs Maintenance & Building Safety	Draft shared with EMT for comment
Apr-24	1.5	Liam Lendrum – Damp Mould and Disrepair Manager	Final Draft submitted to EMT for Review & Approval – Approved with an EDI section adding
May-24	1.6	Liam Lendrum - Damp Mould and Disrepair Manager	EDI Section added as per EMT

Consultation and distribution

Type	Details
Consultation	Tenants Voice Panel, SMT, EMT, BMBC & Board
Distribution	Everyone (including public via website)

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1. Introduction

Berneslai Homes has ongoing investment programmes for planned maintenance and component replacement to ensure that the homes under its management are well maintained to a decent standard in line with statutory responsibilities.

In addition, Berneslai Homes has an excellent responsive repairs and maintenance service to deal with customers repair requests in an effective and timely way.

Further to the business imperatives of having a well-maintained housing stock and great customer care, Berneslai Homes has a legal obligation to keep tenanted homes in good repair. The repairing obligations are implied through legislation in the Landlord and Tenant Act 1985 and Defective Premises Act 1972 and are expressed in the tenancy agreement.

The Environmental Protection Act 1990 is also relevant, as it states that any premises in such a state as to be prejudicial to health or a nuisance (say, through disrepair) may constitute a statutory nuisance.

The policy and underpinning procedure will enable Berneslai Homes to effectively manage, monitor, and reduce the number of disrepair claims from customers.

2. Purpose

The policy details how Berneslai Homes manages claims of disrepair from customers who are dissatisfied with the condition of their homes. It has been written in line with the Ministry of Justice Pre-Action Protocol for Housing Condition Claims (England).

3. Scope

This policy applies to:

- Property Services – Repairs Maintenance & Building Safety Team
- BMBC Insurance & Legal Teams
- All Staff

4. Responsibilities

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Property Services – Repairs Maintenance & Building Safety Team

- Ownership and strategic oversight of the policy
- Performance reporting and reviewing
- Management of procedures
- Reviewing policy and procedures
- Administration and reviewing of claims
- Surveying properties
- Preparing reports on condition
- Provide evidence to BMBC insurance team or appointed solicitors
- Arranging for remedial works to be carried out
- Adequately recording repair requests
- Logging comprehensive case notes on repair requests
- Delivery of responsive repairs
- Undertaking remedial works arising out of disrepair claims in a timely manner

Berneslai Homes (as managing agent for BMBC), our employees, contractors and sub-contractors have the right under section 3G of the Tenancy Agreement to gain access to inspect and carry out works.

- *We will maintain the structure of your home, including any FIT equipment we have installed in line with the responsibilities we have by law.*
- *We will keep essential services for gas, electricity, and heating in repair.*
- *We will complete all other repairs which we are responsible for under law. Further guidance is set out in the Berneslai Homes Repairs Handbook.*

BMBC Insurance Team and Appointed Solicitors

- Providing legal advice
- Acknowledging claims
- Preparing defences and admissions to claims
- Responding to legal correspondence about claims

All Staff

- Recording repair requests and passing onto Repairs and Maintenance Team
- Taking notice of items of disrepair as part of day-to-day activity and passing defects to Repairs and Maintenance Team

5. Policy

Berneslai Homes will comply with all relevant legislation (listed below) and respond proactively to the Pre-Action Protocol for Housing Conditions Claims (England) that are initiated by tenants. We will actively seek to engage with tenants through Alternative Dispute Resolution (ADR) and without disregarding any open complaints to come to a desired resolution.

Legislation

Landlord and Tenant Act 1985 (LTA) Section 11

Repairing obligations

- (a) to keep in repair the structure and exterior of the dwelling-house (including drains, gutters, and external pipes),
- (b) to keep in repair and proper working order the installations in the dwelling-house for the supply of water, gas, and electricity and for sanitation (including basins, sinks, baths and sanitary conveniences, but not other fixtures, fittings and appliances for making use of the supply of water, gas or electricity), and

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(c) to keep in repair and proper working order the installations in the dwelling-house for space heating and heating water.

Defective Premises Act 1972 (DPA) Section 4

Landlord's duty of care

(1) Where premises are let under a tenancy which puts on the landlord an obligation to the tenant for the maintenance or repair of the premises, the landlord owes to all persons who might reasonably be expected to be affected by defects in the state of the premises a duty to take such care as is reasonable in all the circumstances to see that they are reasonably safe from personal injury or from damage to their property caused by a relevant defect.

(2) The said duty is owed if the landlord knows (whether as the result of being notified by the tenant or otherwise) or if he ought in all the circumstances to have known of the relevant defect.

Environmental Protection Act 1990 (EPA)

- Statutory nuisance claims which are brought in the Magistrates Court for work to be carried out.
- A fine can be imposed on the landlord.
- The premises must be in such a state as to be prejudicial to health or a nuisance – often used where there is severe damp causing asthma.
- Prejudicial to health i.e., likely to cause injury to health and can extend to cover damp caused by condensation.

Homes (Fitness for Human Habitation) Act 2018

- To ensure rented houses and flats are fit for human habitation.
- They should be safe, healthy environments, free from causing serious harm. If a claim is brought under this Act, a Court will question whether the property is unfit for human habitation. Tenants must report any issues or concerns to the landlord who has a reasonable amount of time to investigate and carry out remedial work.
- It could mean landlords should carry out improvement works which is beyond previous duty.
- Fitness criteria / hazards – e.g., property layout could give rise to falls; food safety if lack of facilities for storage, preparation and cooking of food.
- Expected to become a standard pleading.

Housing Ombudsman (HO)

- In October 2021 the Housing Ombudsman produced a report entitled spotlight on damp and mould it's not lifestyle : <https://www.housing-ombudsman.org.uk/wp-content/uploads/2021/10/Spotlight-report-Damp-and-mould-final.pdf>
- The Ombudsman's view was that landlords should adopt a zero-tolerance approach to damp and mould on a proactive basis rather than reactive basis when a tenant reports the damp.
- The inquest into the death of the 2-year-old Awaab Ishaac has once again highlighted the issue with an estimated 450,000 homes in England having problems with condensation and mould.
- Lots of media coverage, raises awareness and expectations.

Social Housing (Regulation) Act 2023

Guidance was published in September 2023 on how to manage and understand the health risks associated with damp and mould in the home:

Landlords of all types of tenure must ensure that their homes have all the measures in place to ensure that damp and mould have been minimised. Landlords should regularly inspect their properties, remedy deficiencies promptly and ensure that they have a regular programme of maintenance and management.

Landlords have a right to enter their properties, with reasonable notice, but only in specific circumstances which may include:

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- to inspect the conditions of the premises
- to perform repairs
- access to provide services

If a tenant reports damp and mould, landlords should establish the source of the damp, whether there is any defect to the property that is causing it, and then carry out the appropriate remedial work. While there is currently no specific timeframe within which remedial work to address damp and mould must be undertaken, landlords should always respond promptly and address this issue as a matter of urgency when there is significant damp and mould and/or when there is a significant concern for tenant health. See 'Identifying and addressing damp and mould in your property' and 'Reducing the risk of damp and mould developing' for further guidance.

If all possible remedial action has been taken, landlords may be able to appeal or defend formal action taken under the legislation set out above, even if damp and mould persists.

Regulator of Social Housing - Safety and Quality Standard

Repairs, maintenance and planned improvements:

- Registered providers must provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.
- Registered providers must enable repairs and maintenance issues to be reported easily.

6. Performance Measures & Partnership

Performance will be monitored monthly and will feed into the PRIP Performance Report. Performance will also feed into the annual report to board for oversight and assurance.

The performance measures are:

- Number of cases received in the month
- Number of cases closed in the month (no response)
- Number of cases settled in the month
- Number of open cases
- Time taken in days to complete protocol (target 20 days)
- Amount of compensation paid
- Amount of legal fees paid

7. Partnership

In delivering this policy, Berneslai Homes will work in partnership with BMBC insurance Services and appointed solicitors to conclude Disrepair Claims in a timely manner as set out by the Ministry of Justice Pre-Action protocol for Housing Condition Claims (England).

8. Equality, Diversity & Inclusion

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We will ensure equal and fair access to our services; we will do this by taking into consideration the individual needs of our tenants, their family or other persons living with them. We will ensure that individual needs are considered throughout the process and make reasonable adjustments where necessary.

We will treat people fairly and with dignity and respect.

All staff are trained in Equality, Diversity, and Inclusion to embed understanding about where we may need to adapt normal policies, procedures, and ways of working to accommodate resident's individual needs. This is mandatory training which is monitored by our Organisational Development Team. Our Equality, Diversity and Inclusion Strategy meets our duties under the Equality Act 2010 (the Act) is about the following: Equality - Of access to opportunities. Diversity – Recognise and celebrate differences. Inclusion – Belonging and acceptance, feeling valued for who you are.

Reasonable Adjustments

We will support the needs of our diverse residents by making reasonable adjustments to our processes, which could be a physical change or change in work practices to avoid any disadvantage to a resident in accessing this policy. Examples of reasonable adjustments include:

- We will provide information in appropriate alternative formats (e.g. large print, coloured paper, Braille etc.).
- We will risk assess and re-prioritise works considering the vulnerabilities or individual needs of the household where identified.
- We will communicate through a representative.
- We will provide additional support such as a sign language interpreter or translator.
- We will use plain language or Easy Read service.
- This policy is published on our website, and residents can do the following:
- Change colours, contrast levels and font size.
- Zoom in up to 300% without text spilling off the screen.
- Access the policy from a smart phone, tablet, laptop, or PC.

Report Title	Draft Council Tenancy Policy and Update to Introductory Tenancy Policy (Review Process)	Confidential	No
Report Author	Sarah Barnes, Head of Customer Services	Report Status	For Approval
Report To	Board 5/12/2024	Officer Contact Details	sarahbarnes@berneslaihomes.co.uk

1. Executive Summary	<p>This report presents for approval a revised Council Housing Tenancy Policy which has been reviewed by Berneslai Homes on behalf of Barnsley Council.</p> <p>The draft Council Housing Tenancy Policy which once approved by BMBC will replace the 2019-2024 Tenancy Policy. It aligns to the draft Barnsley Council Tenancy Strategy, our legal duties and regulatory duties under the Tenancy Standard and sets out:</p> <ul style="list-style-type: none"> • The kinds of tenancies we grant, including secure, introductory, demoted and flexible and the circumstances in which we will grant a tenancy of a particular kind. • The length of terms of flexible tenancies, and the circumstances in which we will either grant a further tenancy on the termination of the existing tenancy, or end the flexible tenancy. • The roles and responsibilities of BMBC and Berneslai Homes in respect of the policy. • The review process we follow. • The monitoring of the use and effectiveness of different tenancy types.
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	<p>Whilst the majority of changes are minimal and limited to clarity and formatting there are two changes of significance:</p> <ul style="list-style-type: none"> • The use of Five Year Flexible tenancies for larger homes (4 bedrooms or more) and adapted or purpose built disabled homes will be extended to secure tenants whose tenancy commenced after 1st April 2012 and who applied to transfer after the revised policy has been approved, • The review process for flexible tenancies has been amended to align with BMBC review processes and will be an independent review conducted by a senior officer not involved in the original decision. (This was previously a Board Panel). <p>The Draft Tenancy Policy is scheduled for approval at Cabinet 22nd January 2025 subject to any changes requested.</p> <p>Tenants and residents support and have influenced the development of the Draft Tenancy Policy at a meeting 14th October 2024.</p> <p>The Draft Tenancy Policy will have a positive impact on tenants by making the most effective use of tenancy types available.</p> <p><u>Introductory Tenancy Policy</u></p> <p>Board are also asked to approve an update to the Introductory Tenancy Policy which is to replace the Panel Appeal process with an independent senior officer review process which is aligned to the Housing Act 1996, this Tenancy Policy, and the Lettings Policy.</p>
<p>2. Recommendation/s</p>	<ul style="list-style-type: none"> • Board to approve the Draft Tenancy Policy for implementation once approved by Barnsley Council. • Board give delegated authority to the Executive Director of Customer and Estate Services to make any amendments as authorised by BMBC. • Board to note the timeline for BMBC approval, • Board to note that they will be made aware of any significant changes requested by Barnsley Council ahead of its approval by them. • Board to note that a report on the effectiveness of the Tenancy Policy will be presented on an annual basis at the start of the financial year commencing in 2026/27 • Board to approve changing the Introductory Tenancy Policy Panel Appeal Process to a senior officer independent review process.

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|--|---|
| | <ul style="list-style-type: none">• Board to note the Introductory Tenancy Policy will be updated and submitted to Barnsley Council for Approval along with the Tenancy Policy. |
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3. Background

- 3.1 Part 7 of The [Localism Act 2011](#) introduced changes to allow Councils and registered providers of social housing to grant fixed term tenancies known as flexible tenancies. Previously social housing was let on secure or assured tenancies which were effectively for life as long as the rent was paid, and other tenancy conditions were complied with.
- 3.2 The Localism Act also placed an obligation on Local Authorities to develop a Tenancy Strategy which would help shape the Tenancy Policies of all the social landlords operating in their area.
- 3.3 The Regulator of Social Housing (RSH) sets out in its [Tenancy Standard](#) the outcomes it expects social landlords to deliver about the fair allocation and letting of homes and how tenancies are managed and ended by landlords. This includes specific expectations in respect of the types of tenancy they offer, the length of term. This standard was revised in April 2024.
- 3.4 Barnsley Council's Housing Tenancy Strategy specifically requires social landlords to set out the following in their Tenancy Policies:
- The kinds of tenancies they grant.
 - The circumstances in which they will grant a tenancy of a particular kind.
 - Where flexible tenancies are granted;
 - the length of the terms, and
 - the circumstances in which they will grant a further tenancy on the termination of the existing tenancy.
- 3.5 Barnsley Council's Housing Tenancy Policy was first published in April 2013 alongside the publication of the Council's first Tenancy Strategy. A light touch review of both was undertaken in 2019 with a commitment to review every 5 years. Under the terms of the [2019-2024 Tenancy Policy](#) the council make use of the following tenancy types:
- Secure
 - Introductory
 - Demoted
 - Flexible
 - Temporary Licence (Use and Occupation)

Flexible Tenancies are not currently used for existing secure tenants who are transferring and where the law allows us to offer a flexible tenancy.

- 3.6 Since this time there has been a decrease in the availability of council houses within the borough and an increase in demand from priority applicants, in particular for larger homes and homes for disabled people. BMBC changed its Lettings Policy in April 2024 with a key aim of redressing the supply and demand imbalance and has commenced a review of The Tenancy Strategy to align to the needs of the borough.
- 3.7 To support this review BMBC have requested that Berneslai Homes review the Council Housing Tenancy Policy to reflect these changes so that they can present their revised Tenancy Strategy and a revised Council Housing Tenancy Policy for approval by BMBC Cabinet.
- 3.8 Our current Introductory Tenancy Policy includes a panel approach to considering requests for review allowed. This panel includes tenant representatives and Board Members. In late 2020 HQN completed a review of our appeals and review processes and recommended to end the panel approach for Human Resources, Lettings and Tenancy reviews and to remove the right of review for Adaptations and Barnsley Homes Standard decisions. These recommendations have been progressed with the exception of Tenancy reviews. The council support the changes and asked that we include the changes in the revised Tenancy Policy and update the process in our Introductory Tenancy Policy ahead of their Cabinet approval.

4. Current Position /Issues for Consideration

4.1 Tenancy Policy

The council want to continue to make use of both introductory and flexible tenancies for council tenancies as a range of tenancy types to support them making the best use of their stock and support sustainable and well managed communities.

However, given the increase in demand, alongside the low turnover and availability of larger, adapted or purpose built homes, they acknowledge that they could extend the use of Flexible Tenancies for secure tenants whose tenancy commenced after 1st April 2012 and who request and are offered a transfer.

- 4.2 Over the course of the Summer, we have reviewed the existing [Tenancy Policy](#) to ensure it aligns to both the changes in the Council's draft Tenancy Strategy and that it meets the requirements of the RSH [Tenancy Standard](#) which became effective from 1st April 2024.
- 4.2 The draft tenancy policy is attached at Appendix 1 and requires approval by Board ahead of its submission for approval by BMBC Cabinet.

The key changes in the policy include:

- Updated template and improved clarity.
- Enhanced detail on roles and responsibilities and monitoring the impact of the policy
- Updated reference to regulatory duties under the Tenancy Standard.
- Improved clarity on the review and complaint process.

- Amending the review process to be an independent senior officer review conducted by either BMBC or where authority is granted by Berneslai Homes.
- Extend the use of Flexible Tenancies for secure tenants whose tenancy commenced after 1st April 2012 and who request and are offered a transfer after the date the policy is approved by BMBC. This is limited to tenants being offered a large (4 or more bedrooms), adapted or purpose built home for disabled persons.

4.3 Consultation with tenants has taken place and is summarised in section 5.

4.4 This policy requires approval by Barnsley Council and the timeline for this is as follows:

Approval Stage	Date
<i>BMBC Divisional Management Team</i>	09/12/2024
<i>BMBC Senior Management Team</i>	17/12/2024
<i>Cabinet Briefing</i>	08/01/2025
<i>White Cabinet</i>	22/01/2025

4.5 Once approved by BMBC, the revised Tenancy Policy will be published to our website along with updated content and publicity for applicants and tenants. The Executive Director of Customer and Estate Services will be authorised by BMBC to make any changes to the policy as directed by BMBC ahead of its final approval and publication. Board are asked to support this delegated authority.

4.6 An annual report on the use and effectiveness of tenancy types under the terms of the policy will be shared with Board and BMBC on an annual basis at the start of each financial year commencing in 2025/26.

4.7 Introductory Tenancy Policy – Review Process

The Introductory Tenancy Policy is currently being updated onto the revised Policy Template. This update will be finalised to submit to BMBC DMT 9th December. The only significant change is to align the Review Process to the same senior officer independent review process which is consistent with requirements [Chapter 1 of the Housing Act 1996](#)

Board are required to approve this change ahead of BMBC approval and are asked to delegate the final approval of the updated policy to the Executive Director of Customer and Estate Services.

5. Customer Voice/Impact

5.1 Customer Voice on policy development

Customers were consulted on the development of this Draft Tenancy Policy at a resident meeting 14th October 2024. They supported the policy aims and objectives and agreed that flexible tenancies should be offered to existing secure tenants whose tenancy commenced after 1st April 2012 and who after the date the policy has been approved by BMBC have asked to transfer to a property type that would ordinarily be let as a five-year flexible tenancy. This includes larger, adapted or purpose built accommodation to meet the needs of disabled persons. They also supported the change to an independent senior officer review.

In addition to minor spelling and word amendments, they also asked for the following:

- The policy to be amended to include more detail about the complaint process
- The policy to include a statement covering the responsibility for Berneslai Homes to make sure tenants understand their rights and obligations when signing for a tenancy.

These changes have been made.

5.2 Customer Impact

The Draft Tenancy Policy will have a positive impact on tenants by clearly setting out the types of tenancy we offer, the rights of tenants in a particular type, and the process we follow when offering and ending the tenancies.

6. Risk and Risk Appetite

There are no risks associated with this report or the Draft Tenancy Policy.

7. Strategic Alignment

The Draft Tenancy Policy supports the Barnsley 2030 Strategic Ambition of growing homes and services, by allowing flexibility in the types of tenancy offered and making the best use of stock.

The associated review process ensures that we hear customers and respond to their needs and keep them safe.

8. Data Privacy

There is no requirement to complete a new DPIA as a result of changes to the Draft Tenancy Policy.

9. Consumer Regulatory Standards

By setting out the following the Draft Tenancy Policy meets our duties under 2.3 of the [Tenancy Consumer Standard](#):

- The length of term for the various tenancy types.
- The circumstances in which we grant tenancies of a particular type.
- The exceptional circumstances in which we will grant fixed term tenancies for a term of less than five years in general needs housing including any probationary period.
- The circumstances in which we may or may not grant another tenancy on the expiry of the fixed term, in the same property or in a different property.

- The way in which a tenant or prospective tenant may request a review of or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term.
- How we take into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which provide a reasonable degree of stability.
- The advice and assistance we will give to tenants on finding alternative accommodation in the event that we decide not to grant another tenancy.
- Our policy on granting discretionary succession rights, taking account of the needs of vulnerable household members. (This is set out in more detail in our Tenancy Change Policy)
- How we provide notice of our intention to renew or bring about the end of a flexible tenancy.

10. Other Statutory/Regulatory Compliance

The Draft Tenancy Policy meets our legal duties as follows

- The Housing Act 1985 (Part IV)
- The Localism Act 2011 (Section 154)
- Statutory Instrument 2016 No 695 The Flexible Tenancies (review procedure) Regulations 2012
- The Housing Act 1996 (Part V Introductory and Demoted Tenancies and Part VI – Allocations)
- The Social Housing (Regulation) Act 2023
- The Human Rights Act 1998
- The Equality Act 2010
- Data Protection Act 2018 and contained within the General Data Protection Regulation 2018 (GDPR).

The Tenancy Policy will be reviewed earlier than five years if there is a substantial change in legal duties or it is found through legal challenge that this policy does not comply with legal duties.

11. Financial

The Draft Tenancy Policy could have a positive financial impact on the Housing Revenue Account as the use of flexible tenancies may free up our larger or adapted stock by giving us a right to require flexible tenants to move to alternative accommodation at the end of the flexible period where they no longer require the size or type of accommodation that is offered in their current home. This could reduce the need to adapt homes or acquire homes of a particular size or type to meet the needs of the borough.

12. Human Resources and Equality, Diversity and Inclusion

12.1 There are no Human Resource implications as a result of this report.

12.2 The draft Tenancy Policy has been developed in full consideration of our EDI duties. Section 12 of the policy sets out the negative and positive EDI impacts and how these impacts will be monitored and reported.

13. Sustainability Implications

This report has no direct impact on net zero. The use of flexible tenancies supports sustainability of our larger or adapted stock by giving us a right to require flexible tenants to move to alternative accommodation at the end of the flexible period where they no longer require the size or type of accommodation that is offered in their current home.

14. Associated Background Papers

[Barnsley Council Tenancy Strategy 2019-2024](#)

[Tenancy Policy 2019-2024](#)

[Parliamentary Research Briefing Localism Act 2011](#)

[Homeseeker Lettings Policy 2024](#)

HQN 2020 review of Appeals and Reviews – available on request

15. Appendices

15.1 Appendix 1 Draft Tenancy Policy

16. Glossary

None

Appendix 1

Housing Tenancy Policy 2024

Document Control

Title	<i>Council Housing Tenancy Policy</i>
Responsible Officer	<i>Head of Customer Services</i>
Author	<i>Head of Customer Services (reviewed 2019 Policy)</i>
Subject	<i>A policy which sets out the types of tenancies offered to new council tenants</i>
Information Asset Owner	<i>Head of Customer Services</i>
Approved by	<i>To be inserted once approved</i>
Approved date	<i>To be inserted once approved</i>
Review date	<i>September 2027</i>
Review responsibility	<i>Head of Customer Services</i>
Applicable to	<i>All new council tenants of Barnsley Metropolitan Borough Council</i>
DPIA Completion Date	<i>Not required</i>
EIA Completion Date	<i>To be completed as part of the annual reporting</i>
Regulatory Framework	<i>Tenancy Standard</i>
Legislative Duties	<i>Localism Act 2011, Housing Act 1985, Housing Act 1996</i>

Revision History

Date	Version	Author	Comments
	1.0	Berneslai Homes	<i>2019 Tenancy Policy Approved</i>
	1.1	Head of Customer Services	<i>2024 Tenancy Policy –Review following BMBC Tenancy Strategy review. Main changes: Updated to new template Updated Review process to be a one stage officer review Amended the policy for 5 year tenancies (larger or adapted property types) to also be offered to social housing tenants with a tenancy starting after 1st April 2012 and applying to transfer after the date this policy was approved.</i>

Consultation and Distribution

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1. Background

- 1.1 The Localism Act 2011 introduced changes to allow Councils and registered providers of social housing to grant fixed term tenancies known as flexible tenancies. Previously social housing was let on secure or assured tenancies which were effectively for life as long as the rent was paid, and other tenancy conditions were complied with.
- 1.2 The Localism Act also placed an obligation on Local Authorities to develop a Tenancy Strategy which would help shape the Tenancy Policies of all the social landlords operating in their area.
- 1.3 The Barnsley Council's Housing Tenancy Strategy specifically requires social landlords to set out the following in their Tenancy Policies:
 - The kinds of tenancies they grant.
 - The circumstances in which they will grant a tenancy of a particular kind.
 - Where flexible tenancies are granted;
 - the length of the terms, and
 - the circumstances in which they will grant a further tenancy on the termination of the existing tenancy.
- 1.4 Barnsley Council's Housing Tenancy Policy was first published in April 2013 alongside the publication of the Council's first Tenancy Strategy. A light touch review of both was undertaken in 2019 with a commitment to review every 5 years.
- 1.5 Since these reviews there has been a shift in availability of council houses within the borough with low turnover and high demand, in particular for larger homes and homes for disabled people. BMBC changed its Lettings Policy in April 2024 with a key aim of redressing the supply and demand imbalance. The Tenancy Strategy and this Council Housing Tenancy Policy have been amended to reflect these changes.

2. Tenancy Policy Introduction and Aims

- 2.1 This tenancy policy has been developed with due regard to the Barnsley Council's Tenancy Strategy 2024-2029.
- 2.2 This policy aims to use the available tenancy types, where appropriate, in addressing service challenges as outlined in the [Council's Housing Strategy](#), Barneslai Homes' [Strategic Plan](#) and the Council's [Lettings Policy](#). Barnsley MBC will review and update its Housing Tenancy Strategy every 5 years or sooner in the event of significant changes in factors impacting on the provision of social housing. This Housing Tenancy Policy will be subject to a review alongside any review and revisions to the Council's Housing Tenancy Strategy.
- 2.3 It is the policy of Barnsley Metropolitan Borough Council to continue to grant secure lifetime tenancies to the majority of new tenants following successful completion of an introductory period.

- 2.4 In order to make best use of the available housing stock, to maintain mixed tenure housing estates, and to support stable and sustainable communities, Berneslai Homes and Barnsley Council, under the terms of this policy, may choose to offer flexible tenancies to new tenants and existing social housing tenants who request to transfer after the date this policy became effective and whose social housing tenancy commenced after 1st April 2012.
- 2.5 This policy fulfils the requirements of the Localism Act 2011 and duties under the Regulator of Social Housing's Tenancy Standard and sets out the following:
- The types of tenancies Berneslai Homes and Barnsley Council (we) offer.
 - The circumstances in which we grant a tenancy of a particular kind.
 - Where we grant a flexible tenancy;
 - the length of the terms, and
 - the circumstances in which we will grant a further tenancy on the termination of the existing tenancy.
 - The right of review of any decision to grant and/or extend a flexible tenancy and how we deal with reviews.

3. Roles and responsibilities

3.1 Berneslai Homes

3.1.1 Granting, managing and ending introductory, secure and flexible tenancies

Berneslai Homes is the managing agent appointed by Barnsley Council to manage and maintain the local authority housing stock on behalf of the Council. Berneslai Homes have the following roles and responsibilities under the terms of this policy:

- To decide which tenancy type will be offered.
- To renew a flexible tenancy or make it secure at the end of the fixed term period.
- To recommend to Barnsley Council where a flexible tenancy should not be renewed at the end of the fixed term period.
- Where authorised by BMBC, to serve notices of intention to end a flexible tenancy at the end of the fixed term period, or where there has been a breach of tenancy.
- Where authorised by BMBC to service notices to end an introductory or demoted tenancy (under the terms of the Introductory Tenancy Policy).
- To conduct review hearings in respect of flexible tenancies being offered or renewed.
- To conduct review hearings where authorised by BMBC where a notice has been served to bring to an end either a flexible tenancy, an introductory tenancy or a demoted tenancy (under the terms of the introductory tenancy policy).

- To ensure that applicants and tenants are fully aware of their rights and obligations when being offered a tenancy.
- To manage flexible tenancies in line with this policy.
- To otherwise manage tenancies in accordance with the terms of the Tenancy Agreement and other tenancy management policies. This includes but is not limited to:
 - ASB policy
 - Introductory Tenancy Policy
 - Lettings Policy
 - Income Management Policy
- To review this policy at least every 5 years or sooner where directed to do so by Barnsley Council.

3.1.2 Monitoring the use of flexible tenancies

Barneslai Homes will monitor the effective use of the range of tenancies available under this policy and will provide an annual report to Barneslai Homes Board and BMBC. See section 13.

3.2 **Barnsley MBC**

3.2.1 Barnsley MBC are responsible for approving and monitoring the strategic effectiveness of this policy alongside their Tenancy Strategy.

3.2.2 Barnsley MBC are responsible for hearing reviews of the following:

- Flexible tenancies being brought to an end at the end of the fixed term period.
- Under the terms of the Introductory Tenancy Policy:
 - Introductory Tenancies being brought to an end for breach of tenancy
 - Demoted Tenancies being brought to an end for breach of tenancy
 - Flexible tenancies being brought to an end for breach of tenancy.

3.2.3 Under the terms of this policy, Barnsley Council are responsible for serving a notice and applying to court where a flexible tenancy is not being renewed at the end of its fixed term period (unless authority is granted to Barneslai Homes).

3.2.4 Under the terms of the Introductory Tenancy Policy and other tenancy management policies Barnsley MBC are responsible for the serving of a notice and applying to court where any tenancy is being brought to an end for breach of tenancy regulations (unless authority to serve the notice is granted to Barneslai Homes)

4. Types of Tenancy, Licence or occupation agreement

4.1 This section defines the types of tenancy, licence or occupation agreement which Berneslai Homes and Barnsley Council can use.

Tenancy Type	Key features	Length of term (duration)
Introductory	<ul style="list-style-type: none"> This is a one-year trial tenancy which will automatically become secure at the end of the trial period unless action is being taken to bring the tenancy to an end. Tenants have most of the same rights as a secure lifetime tenancy but require additional permissions for: <ul style="list-style-type: none"> taking in a lodger; and carrying out improvements. Tenants can only be evicted in certain situations set out in law, but it is easier to bring this type of tenancy to an end. Introductory tenants do not have the right to buy their home Introductory tenants do not have the right to apply to transfer (unless there are extenuating circumstances). Introductory tenants under the terms of our Tenancy Change Policy may be able to exchange their home. 	<p>12 months (unless ended by the landlord or the tenant)</p> <ul style="list-style-type: none"> They can be extended for a further 6 months in certain circumstances. After successfully completing the trial period the tenant will automatically become either: <ul style="list-style-type: none"> a secure tenant; or a flexible tenant
Secure lifetime	<ul style="list-style-type: none"> This is a lifetime tenancy as long as the tenant follows the terms of their tenancy. Tenants can only be evicted in certain situations set out in law. Tenants have the right to: <ul style="list-style-type: none"> take in a lodger; carry out improvements; claim compensation for certain improvements; and be consulted on how their home is managed. Tenants may be able to: <ul style="list-style-type: none"> pass on their tenancy; transfer; and 	<p>Lifetime (unless ended by the landlord or the tenant)</p> <ul style="list-style-type: none"> A tenant can end a tenancy by giving four weeks' notice in writing <i>or</i> on the death of the secure tenant where there is no legal right of succession. A landlord can end the tenancy by a court order if there has been any breach of the Tenancy Agreement or where there is another right to end the tenancy (i.e demolition).

	<ul style="list-style-type: none"> • exchange their home. • Tenants may have the Right to Buy their home and qualify for a discount. • Tenants have 	<p>Note:</p> <p>If a lifetime secure tenant transfers to another social tenancy they will continue to be a secure tenant but they may be offered a flexible tenancy where this policy and the law allows.</p>
Flexible (fixed term)	<ul style="list-style-type: none"> • This is a secure tenancy but it is for a fixed period and cannot last indefinitely. • Unless the tenants were secure immediately before the flexible tenancy started this tenancy will start as an introductory tenancy. • Tenants can only be evicted for certain reasons set out in law (breach of tenancy) unless the fixed-term of the tenancy has ended. • Tenants do not have a statutory right to carry out improvements or be compensated for them but it is our policy to allow where permission has been requested and given. • We may agree to the flexible tenancy being passed on in the event of the death of the tenant or the tenant requesting to assign the tenancy to a potential successor. If agreed this will be a new tenancy and the type offered will be in line with this policy. More detail is included in our Tenancy Change Policy • We may agree to allow a Mutual Exchange. If an exchange takes place a flexible tenancy may be offered to either party in line with this policy. More detail is included in our Tenancy Change Policy 	<p>Following the successful completion of a one year Introductory Tenancy (where relevant) a Flexible Tenancy will usually be granted for a 5 year period.</p> <p>However, the minimum term could be as little as 2 years for households who:</p> <ul style="list-style-type: none"> • have a serious and proven record of breaches of tenancy conditions; and/or • need and are in receipt of short term support to help them manage their tenancy.
Demoted	<ul style="list-style-type: none"> • This is a probationary tenancy which is created following a court order against a secure tenant (secure or flexible) who has been involved in anti-social behaviour. • Demoted tenants can be evicted much more easily than secure council tenants. • A demoted tenant has similar rights to an introductory tenant. 	<p>This tenancy last for 12 months and if, at the end of the 12 month term the problems have been resolved, the tenancy will revert back to the original type of tenancy held before the demotion order was put in place</p>
Furnished	<p>A furnished tenancy could be:</p> <ul style="list-style-type: none"> • an Introductory tenancy, a Secure tenancy or a Flexible tenancy. 	<p>The tenancy will be either Secure, Flexible, Introductory or demoted. (See above).</p>

	<ul style="list-style-type: none"> The tenant is provided with goods and furnishings for an extra weekly charge in accordance with the security of tenure. <p><i>(It has no legal definition and is a term which has come about through custom and practice with no implications regarding security of tenure)</i></p>	
Use and Occupation agreement or Licence	<ul style="list-style-type: none"> This is an agreement which gives the resident/s personal permission to occupy accommodation in exchange for a use and occupation fee (not rent). It has no security but must still be ended by a court order. The occupier has limited rights. They cannot apply to improve the home, take in lodgers, apply to buy the home, transfer, exchange or pass on their licence. We will only complete repairs for which we have a legal obligation. Licences are used for the following situations: <ul style="list-style-type: none"> Temporary accommodation (Short term placement to fulfill homeless duties or where we are decanting a tenant.) Where a resident is living in a home but has no legal right to a tenancy in that particular home. This is usually where the tenant has died and there are no succession rights, or a tenant has left the home and given notice to end their tenancy but an individual remains. In most instances we would be aiming to find suitable alternative accommodation for the resident to move into. 	<p>A licence can be for any length of time.</p> <p>The licence agreement will state the period and reasons for which the license to occupy has been granted.</p> <p>Licence agreements are usually brought to an end by either party serving notice.</p>

4.1.2 In addition to the tenancy types and licences in table one above there are other tenancies defined in Schedule 1 of the Housing Act 1985 which we may use as follows:

- Premises occupied in connection with BMBC/BH employment
- Temporary accommodation for homeless persons
- Temporary accommodation for people taking up employment
- Temporary accommodation used for decanting tenants

5. When and to whom we will grant which type of tenancy

- 5.1 As Barnsley Council operates an Introductory Tenancy scheme all **new** Council tenants will be offered an Introductory Tenancy unless immediately before they were a secure or assured tenant of another social housing provider. Following the successful completion of the introductory period, in the majority of cases, this tenancy will automatically be converted into either a lifetime Secure Tenancy or a secure Flexible Tenancy.
- 5.2 We will only use flexible tenancies in the limited, clearly defined circumstances as set out in Table 2 below. These circumstances will be based on either a property type or applicant type.

Table 2 –Flexible Tenancies

Reason for offering a Fixed Term Flexible Tenancy	When and to whom a flexible tenancy will be offered	Length of fixed term Tenancy
<p>To ensure that we make the best use of limited property types.</p> <p>To help deal with the likelihood of under occupation as the household size diminishes over time.</p>	<p>When the home has 4 or more bedrooms. <i>We may count an additional downstairs room as a bedroom.</i> A five-year flexible tenancy will be offered to new council tenants and existing secure tenants whose tenancy started after 1st April 2012 and who applied to transfer after the date this policy was approved.</p>	5 years
<p>To ensure that we make the best use of limited adapted or purpose built homes for disabled people.</p> <p>To ensure that when specific adaptations are no longer required by the tenants that a home with these facilities or design can be re-allocated to another family that requires such facilities.</p>	<p>When the home has been specifically designed, or significantly adapted for use by disabled persons Significant adaptations will include homes which have been extended or have undergone other extensive structural alterations in order to provide accommodation that meets the needs of a disabled person. A</p>	5 years

	five-year flexible tenancy will be offered to new council tenants and existing secure tenants whose tenancy started after 1 st April 2012 and who applied to <i>transfer after the date this policy was approved.</i>	
To manage risk to the council and offer opportunity to tenants where we are rehousing priority need tenants who have a proven history of serious and/or prolonged breaches of tenancy conditions. The granting of a flexible term tenancy will provide these households with the opportunity to demonstrate a change in their behaviour, whilst providing the Council with the opportunity to bring the tenancy to an end if this change does not happen within the fixed time period.	This policy will apply to only a very limited number of households where they are in priority need but their previous conduct would have otherwise justified them being excluded or suspended from the Housing Register.	The term is agreed on an individual basis but will be a minimum two years and maximum of 5 years. The term agreed will offer the tenant a reasonable time to demonstrate a change in their behaviour.
To help some vulnerable households have an opportunity to develop the skills needed to manage a tenancy. Especially so in cases where housing related support is being provided on a fixed-term basis – for example, in cases where children in care are leaving that care to ensure a smooth transition.	This policy will apply to only a limited number of new tenants who require a level of support that is essential to them being granted and able to sustain the tenancy.	The fixed term is agreed on an individual basis but will be a minimum two years and a maximum of 5 years. The term agreed will be linked to any support package being provided.

5.3 When will applicants know what type of tenancy they will be offered

5.3.1 Most applicants will be advised of the type of tenancy they will be offered when they join the register or at some other point while they are waiting to be rehoused or apply for a vacancy.

5.3.2 Where the decision to offer a flexible tenancy is based on an individual's circumstances, we will advise them that they will be offered a Flexible Tenancy, the reason and its length when they join the Housing Register or where their circumstances change. We will advise them again when they are then offered a property. This will include the length of the term and the reason for offering a flexible tenancy.

- 5.3.3 Where the decision to offer a flexible tenancy is based on the property type being offered, this will be highlighted in any property advert and again in writing when they are offered a property. This will include the length of the term and the reason for offering a flexible tenancy.
- 5.4 An applicant has the right to request a review of our decision to offer them a particular type tenancy being offered and/or the length of the term if they believe that these are not in accordance with this Council Housing Tenancy Policy. The right to request a review and how these are dealt with is set out in Section 9 of this policy

6. What happens at the end of the flexible tenancy fixed term period

- 6.1 At the end of the term of a flexible tenancy and depending on the circumstances of the individual household, there are a number of situations which could arise.
- The tenant may be allowed to remain as a tenant of BMBC either in their existing home or in another social home. This can be either as a flexible or secure tenant.
 - The tenant could voluntarily end their tenancy and move into alternative accommodation including the private rented sector, another type of social tenancy, or home ownership.
 - The tenancy may be brought to an end via a court order and the tenant evicted if we do not propose to grant another tenancy at this home or any other Barnsley Council tenancy.
 - The tenancy may be brought to an end via a court order and the tenant evicted if we do not propose to grant another tenancy in this home and we have offered suitable alternative accommodation which the tenant has refused.

7. Circumstances in which a flexible tenancy will be renewed or made secure

- 7.1 Flexible tenancies **will** be renewed as a flexible tenancy in the following circumstances:
- The household is occupying a larger property with 4 or more bedrooms (this may include additional downstairs rooms) and the size of the household is such that the number of bedrooms they have are still required.
 - The household is occupying a property that was specifically designed or significantly adapted for use by disabled persons and a member of the household still has a need for this type of accommodation.
 - Tenants with a previous proven history of serious anti-social behaviour and/or prolonged breaches of tenancy conditions have used the opportunity to

demonstrate a change in their behaviour, but there are still issues in how they are managing their current tenancy.

- A tenant offered a flexible tenancy with a support package, has used the opportunity to develop the necessary skills to manage a tenancy, but they are still requiring ongoing support.

7.2 Flexible tenancies will be made secure in the following circumstances:

- Tenants with a previous proven history of serious anti-social behaviour and/or prolonged breaches of tenancy conditions have used the opportunity to demonstrate a change in their behaviour, and the current tenancy is being managed in an appropriate manner.
- A tenant offered a flexible tenancy with a support package, has used the opportunity to develop the necessary skills to manage a tenancy and is demonstrating the ability to maintain the tenancy without support.

8. What happens if a flexible tenancy is not renewed or made secure?

- 8.1 If the decision is made not to renew a tenancy at the end of the fixed term written notice of this will be provided 6 months before the tenancy ends. This notice will state the reasons why the tenancy is not being renewed and the tenants will be given the right to request a review of this decision. This complies with the review process and allows time to review the case before a notice of possession is given to the tenant as set out in 8.3 below and an application is made to the court. The review process is set out in section 9 of this policy
- 8.2 The tenant(s) will also be provided with advice and assistance to help them find suitable alternative accommodation. If we propose to offer them another tenancy in a different home with Barnsley Council, we will help them complete an application to join the housing register.
- 8.3 The tenant will then be given two months' notice that possession is required. This notice can be given before or on the day the tenancy comes to an end. We must serve a notice to begin the legal process. Berneslai Homes will notify Barnsley Council's Housing Options Team, that this notice has been served.
- 8.4 The courts must make an order where all of the following are met:
- A fixed term tenancy has come to an end and no other tenancy is in existence except a periodic tenancy arising from the end of the fixed term tenancy.
 - We have given the tenant six months' notice that:
 - we do not intend to renew the tenancy;
 - we have stated the reasons why; and
 - we have given the tenant a right to request a review of the decision and completed the review (where requested); and
 - We have then given the tenant two months' notice that possession is

required (this notice can be served before or on the day the tenancy comes to an end).

The court can refuse to grant a possession order if the tenant has requested a review and this has not been carried out. Once the court has granted a possession order a warrant for an eviction can be requested.

- 9.2 Households in flexible tenancies that no longer require the specific type of property that they occupy, for example households that no longer require a 4 bedroom house, will benefit from being granted priority in accordance with the Council's Lettings Policy to assist them in successfully accessing suitable alternative accommodation.
- 9.3 Where the flexible tenancy is to be brought to an end as a result of Anti Social Behaviour or other serious breach of the Tenancy Agreement there is no duty on BMBC or Berneslai Homes to provide alternative accommodation. Referrals will be made to BMBC Housing Options Team to assess if there are any legal duties to provide assistance.

9. Appeals, Reviews and Complaints

9.1 Appeals

There is no right to appeal to Berneslai Homes or BMBC regarding decisions made under the terms of this policy.

If an applicant believes that they have adequate right to challenge any breach in our legal duties in dealing with their housing application or managing their tenancy they have a right to take legal advice and consider a judicial review.

9.2 Right to Review

9.2.1 Under the terms of this policy there are three instances which give individuals a right to request a review:

- A housing applicant can request a review of the decision made about the tenancy type they will be offered or the length of its term if this is not in accordance with the information contained within this policy. *This is set out in the Housing Act 1985 Section 107B as amended by the Localism Act 2011.*
- A flexible tenant can request a review of a decision to grant another flexible tenancy (in the same property) at the end of the flexible period. *This is set out in the Housing Act 1985 Section 107B as amended by the Localism Act 2011.*
- A tenant granted a flexible tenancy can request a review of decision not to renew a flexible or secure at the end of the fixed term. *This is set out in the Housing Act 1985 Section 107B as amended by the Localism Act 2011.*

9.2.2 This policy does not deal with Introductory Tenants who have a right to request a review where a notice is served to bring their introductory tenancy

to an end or to extend their introductory tenancy. Any reviews requested for these reasons will be considered under the terms of the Introductory Tenancy Policy.

9.2.3 This policy does not deal with Demoted tenants who have a right to request a review where a notice is served to bring their demoted tenancy to an end or to extend their demoted tenancy. Any reviews requested for these reasons will be considered under the terms of the Introductory Tenancy Policy.

9.2.4 Where there is a right to request a review under law and the terms of this policy, the applicant or tenant must request a review within 21 days of being informed of a decision set out in 9.2.1.

9.2.5 The request for a review must be made in writing and contain the following information:

- The applicant or tenants name and address
- The decision which they are asking to be reviewed and the date this decision was made to them
- If the review is about the offering of a flexible tenancy and/or its length, the reasons why they do not feel the decision is not in line with this policy.
- For any other reason, the grounds on which they are asking for a review.
- Whether they want an oral hearing
- Whether they wish to receive communication by e-mail or by letter. If by e-mail the e-mail address which should be used.

9.2.6 We will accept a request for review if in any of the following ways:

- By e-mail to the e-mail address listed in any decision letter or notice.
- By letter to the address listed in any decision letter or notice.
- By the e-form available on Berneslai Homes website.

A request can be made by a third party acting on behalf of the applicant or tenant.

We will confirm in writing or by e-mail (where requested) the date by which we will consider the review, which will be at least 5 days after the date we confirm the arrangements. If it is an oral hearing we will include the date, time and venue. If it is not an oral hearing this will give the applicant an opportunity to supply us with any additional information they wish us to consider.

9.2.7 All reviews will be considered or heard by an officer who was not involved in the original decision and who is more senior than the officer who made the original decision.

9.2.8 Where it is an oral hearing, we may consider deferring the hearing if the

request is made before the day of the hearing and the request is reasonable. Where we agree to rearrange we will give the applicant or tenant at least 5 days notice of the new date,

9.2.9 The applicant or tenant can attend the hearing and they can ask for a representative to act on their behalf. Where they do not attend the hearing, the person conducting the review in most instances will decide to go ahead unless there is a justification to adjourn to a time when they can attend.

9.2.10 The officer hearing the review can adjourn hearing. Where this is for more than one day, they will confirm in writing or e-mail the arrangements for the adjourned hearing.

9.2.11 The officer hearing the review will make the decision and will send confirmation of this decision in writing or by e-mail (where agreed) within 2 working days of the decision being made. Where there is an oral hearing the officer may deliver the decision verbally and confirm in writing.

9.2.12 The procedure to be followed at the review hearing is set out in Appendix 1.

9.3 Complaints

9.3.1 Individuals have the right to make a complaint under Barnsley Homes Complaint Policy about how we have followed this policy or the service we have given them in respect of this policy. The [Complaint Policy](#) is on our website and referenced in any letter we send. Where the complaint is about actions of Barnsley Council we will refer the complaint to them to be considered under their policy.

Complaints about this policy can include (but is not exhaustive):

- How we treated an applicant, tenant or associated individual in matters relating to the tenancy type being offered, renewed or ended.
- Giving incorrect or unclear information.
- Not meeting timescales.
- Not following our policy.
- How we have handled their request for a review.

The complaints procedure will **not** be followed where the individual has a right to request a review of a decision. This is covered in section 9.2 of this policy.

9.3.2 Complaints can be made in various ways including

- Online
- By phone
- By letter

- By e-mail
- Using a third party

We have 2 formal stages to our complaint process and we acknowledge complaints within 5 working days of their receipt.

Stage 1 The complaint is investigated by an independent officer (where necessary) and a written response provided within 10 working days

Stage 2 If the resident is still not satisfied the complaint will be reviewed by the Customer Services Team on behalf of the relevant Head of Service and a written response provided in 20 working days.

- 9.3.3 The making of a complaint, unless agreed due to exceptional circumstances, will not stop progress on any process or decision being made under the terms of this policy, such as registering an application, making an offer, offering a vacancy to another applicant, serving a notice or arranging a review.
- 9.3.4 Once a complaint has been through both of stages of our complaint process or where we have refused to accept a complaint, the individual has a right to ask the Housing Ombudsman to consider their complaint

10. Regulatory Duties

- 10.1 This policy meets the requirements under section 2.3 of the Regulator of Social Housing's [Tenancy Standard](#).
- 10.2 This policy and a summary of the types of tenancy we grant is published on our website. This includes the following:
- The length of term for the various tenancy types.
 - The circumstances in which we grant tenancies of a particular type.
 - The exceptional circumstances in which we will grant fixed term tenancies for a term of less than five years in general needs housing including any probationary period.
 - The circumstances in which we may or may not grant another tenancy on the expiry of the fixed term, in the same property or in a different property.
 - The way in which a tenant or prospective tenant may request a review of or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term.
 - How we take into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which

- provide a reasonable degree of stability.
- The advice and assistance we will give to tenants on finding alternative accommodation in the event that we decide not to grant another tenancy.
- Our policy on granting discretionary succession rights, taking account of the needs of vulnerable household members.
- How we provide notice of our intention to renew or bring about the end of a flexible tenancy.

11. Legislative Duties

This policy complies with the following (but not exhaustive) main legal duties:

- The Housing Act 1985 (Part IV)
- The Localism Act 2011 (Section 154)
- Statutory Instrument 2016 No 695 The Flexible Tenancies (review procedure) Regulations 2012
- The Housing Act 1996 (Part V Introductory and Demoted Tenancies and Part VI – Allocations)
- The Social Housing (Regulation) Act 2023
- The Human Rights Act 1998
- The Equality Act 2010
- Data Protection Act 2018 and contained within the General Data Protection Regulation 2018 (GDPR).

This policy will be reviewed earlier than five years if there is a substantial change in legal duties or it is found through legal challenge that this policy does not comply with legal duties.

12. Equality, Diversity and Inclusion

- 12.1 This policy recognises, respects, and responds to the needs of diverse individuals and communities. It is fully compliant with equality laws and was subject to an equality analysis before it was approved.

When we make a decision about the tenancy type we will offer, its length of term or whether to renew the tenancy at the end of its fixed term period we will take into account the impact of our decision on any specific needs of the household. This includes:

- Age
- Health (physical or mental)
- Disability
- Financial
- Educational
- Employment
- Support needs

- Social and welfare needs

12.2 This policy has the following positive equality impacts:

- It allows us to offer flexible tenancies to vulnerable people in need of tenancy support, who would not otherwise be offered a tenancy.
- It allows us to offer a flexible tenancy to individuals in housing need but whose pattern of behaviour would not otherwise be offered a tenancy.
- It allows us to make the best use of our stock by bringing a flexible tenancy to an end where the tenants in residence (at the end of their flexible period) do not need this type of accommodation. This benefits other vulnerable people in need of housing.

12.3 This policy has the following negative equality impacts:

- It offers different tenancy security and rights to certain people. The policy sets out the grounds for doing this, how we make decisions and the right to a review of any decision.
- Flexible tenants may be required to move at the end of their flexible period. We will minimise this impact by offering thorough and independent support which takes into account the tenants' needs.

12.2 We will continue to monitor the equality impact of the scheme and if we find evidence of discrimination, we will review and change the policy. See section 13.

By equality laws, we mean those covering people with the following protected characteristics:

- Age
- Disability
- Gender
- Gender identity
- Marriage and Civil Partnerships
- Pregnancy and maternity
- Race, colour, and national and ethnic origin
- Religion and belief
- Sexual orientation

To identify and assess the needs of those affected by this policy, our application for a tenancy or the renewal of a tenancy process asks specific questions relating to protected characteristics. We use this information to monitor the impact of the policy on minority and specific needs groups and to evidence the need for amendments.

13. Monitoring and review of this policy

13.1 Monitoring

We have automatically refreshed reports which provide us with the following information to monitor the effectiveness of and compliance with this policy.

Effectiveness

- The number of housing register applicants to be offered a flexible tenancy.
- The number Flexible tenancies being offered.
- The number Flexible tenancies being renewed at the end of their term.
- The number Flexible tenancies not being renewed at the end of their term
- The number Flexible, demoted or introductory tenancies being made secure at the end of their term.
- The number Flexible, demoted or introductory tenancies being brought to an end by the tenant, Berneslai Homes or BMBC during their term.

Compliance

- The number and outcome of any complaints
- The number and outcome of any reviews

This data will also include equality analysis

13.1.1 Berneslai Homes Board and BMBC (cabinet) will receive an annual report outlining the policy's effectiveness and compliance.

13.2 Review of this policy

13.2.1 This policy will be reviewed every 5 years or sooner by direction of the Council or where there has been a change in legislation or following successful legal challenge.

14. Related Documents

- Introductory Tenancy Policy
- Homeseeker Lettings Policy
- Tenancy Management Policy
- ASB Policy
- Complaint Policy
- Tenancy Change Policy

Report Title	Regulator of Social Housing – Regulatory Judgement	Confidential	No
Report Author	Executive Director of Customer and Estate Services	Report Status	For Discussion
Report To	Board 5th December 2024	Officer Contact Details	davefullen@berneslaihomes.co.uk

1. Executive Summary	<p>This report provides the Board with a summary of the work undertaken by Barnsley Council and Berneslai Homes since the announcement of the programmed inspection by the Regulator of Social Housing (RSH) including their key areas of focus and how they arrived at the Consumer Standard grading for Barnsley.</p> <p>Background information is included about the new regulatory regime which went live in April 2024 as a result of additional powers under the Social Housing Regulation Act 2023.</p> <p>The report sets out the range of gradings which can be issued to a Registered Provider along with the definition of each grading.</p> <p>A copy of the regulatory judgement issued for Barnsley Council is attached at Appendix A. The judgement confirms that Barnsley has been awarded a C1 grade. This means that Barnsley is the first council in the country to receive the highest grading.</p> <p>A C1 grading means that we have provided the RSH with enough evidence to assure them that overall, we are delivering the Consumer Standards outcomes. A C1 rating does not mean that a landlord is ‘outstanding’ or ‘excellent’ as is sometimes misreported in the housing press. The RSH expects that where a landlord is assessed as C1 it will continue to review, evaluate and improve its services to tenants.</p>
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	Appendix B provides Board with a summary of the feedback received from the RSH against each of the Consumer Standards as well as identifying areas where additional focus will further improve services to tenants. Key actions have been incorporated into the Annual Business Action Plan.
2. Recommendation/s	<p>It is recommended that Board:</p> <ul style="list-style-type: none"> I. Note that the Regulator of Social Housing issued a Regulatory Judgement for Barnsley MBC of C1 against the Consumer Standards. II. Consider the findings and areas where further continued focus would deliver improvements to the stock and services provided to tenants.

3. Background

- 3.1 On 1st April 2024 the Regulator of Social Housing (RSH) introduced new Consumer Standards for social housing, designed to drive long-term improvements in the sector. It also began a programme of landlord inspections. The changes are a result of the Social Housing (Regulation) Act 2023. Inspections are an integral part of their regulatory approach designed to help them form a view about how well a landlord is delivering the outcomes required by the Consumer Standards. The RSH aims to carry out a programmed inspection of large landlords at least every four years.
- 3.2 As Barnsley MBC is the landlord, it is the Council that is inspected and against which the regulatory judgement is reached.
- 3.3 The gradings and descriptions that a landlord can receive are detailed below:

Grading	Description
C1	Overall the landlord is delivering the outcomes of the Consumer Standards. The landlord has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence.
C2	There are some weaknesses in the landlord delivering the outcomes of the Consumer Standards and improvement is needed.
C3	There are serious failings in the landlord delivering the outcomes of the Consumer Standards and significant improvement is needed
C4	There are very serious failings in the landlord delivering the outcomes of the Consumer Standards. The landlord must make fundamental changes so that improved outcomes are delivered

- 3.4 All landlords should aim for a C1 grade. This means that they have provided the RSH with enough evidence to assure them that overall, they are delivering the Consumer Standards outcomes. A C1 rating does not mean that a landlord is 'outstanding' or 'excellent' as is sometimes misreported in the housing press. The RSH expects that where a landlord is assessed as C1 it will continue to review, evaluate and improve its services to tenants.

4. Current Position /Issues for Consideration

- 4.1 On 30th May 2024 the Council and Berneslai Homes received initial notification that Barnsley would be subject to a programmed inspection by the RSH in Quarter 2 (July to September 2024). An initial 'kick off' meeting was held with the regulator on 3rd June. A team comprising of officers from both the Council and Berneslai Homes was formed and the plans prepared by the Regulation Inspection Board were mobilised.
- 4.2 Initial context information was requested by the regulator on 4th June setting out who we are and how we are organised. They were provided with information around: the housing stock, demographics, operational management structures, governance structures, the Council's Housing Strategy and how tenants are involved in decision making. All information was provided to the RSH in line with their deadline on 12th June.
- 4.3 The 'Scoping Framework' was received on 25th June. This required evidence to demonstrate compliance around expected outcomes relating to:
- Stock Condition
 - Compliance with the Decent Homes Standard
 - The effectiveness, efficiency and timeliness of repairs, maintenance and planned improvements
 - Building and Fire Safety
 - Damp and Mould
 - The fairness and transparency of allocating homes
 - Equality, Fairness and Respect in how we treat tenants
 - Tenant Engagement and opportunities for tenants to influence strategies, policies and services
 - How we communicate with tenants and are open about service performance and satisfaction
 - The fairness, effectiveness and promptness of complaint handling and learning from complaints.

In total 194 documents were supplied to the RSH in line with their deadline on 12th June.

- 4.4 The inspection team observed several meetings as part of the process including:
- Tenant Engagement Meetings
 - Customer Services Committee
 - Board
 - Council Cabinet
 - Property and Repairs meetings.
- 4.5 The onsite phase of the inspection took place on 2nd and 3rd September and comprised of attending several meetings with tenants and interviews with key officers including:
- Leader of the Council, Cabinet Portfolio Holder, BMBC Chief Executive
 - BMBC Client Lead and Section 151 Officer
 - Chief Executive Berneslai Homes
 - Executive Management Team and Senior Management Team Berneslai Homes.
- 4.6 Following the onsite phase several additional documents were requested and supplied to the RSH.
- 4.7 On 8th October we attended a feedback meeting with the RSH along with colleagues from the Council. In addition to advising us of the outcome of the programmed inspection and the next steps, the team gave verbal feedback on each of the standards. This feedback provides useful insight into areas for future focus to further improve services. A summary of the feedback is attached as Appendix B to the report. This feedback has been considered by EMT, including at its away day in October to ensure that the appropriate actions are captured in the refreshed strategic plan actions and priorities.
- 4.8 On 30th October the RSH published its regulatory judgement for Barnsley. This confirmed a consumer grading of C1. This is the first C1 rating issued to any council. A copy of the full judgement is attached at Appendix A.
- 4.9 A communications plan was jointly developed with the Council's Communications Team.
- 4.10 A briefing on the inspection, areas of strength and areas for further focus was included as part of the Board's strategic planning day in November.
- 4.11 In response to high levels of interest in the housing sector around the C1 grading a webinar was held on 20th November. The webinar was hosted in partnership with DTP (who provided external support during the inspection) and the Council.

5. Customer Voice/Impact

- 5.1 The RSH found that we treat tenants with fairness and respect. Tenants' views are gathered in a range of formal and informal ways and tenants are provided with opportunities for them to influence and scrutinise strategies, policies and services. They observed a respectful culture towards tenants.
- 5.2 We agreed with the RSH that there are further improvements which can be made to engagement and feedback and this will be a focus for us as we continue to implement the new Customer Insight and Engagement Strategy.
- 5.3 A meeting was held with engaged tenants who had been involved in the inspection to explain the grading and regulatory judgment. The meeting was jointly held with Berneslai Homes, the Council and the RSH inspection team.
- 5.4 A detailed Communications Plan was developed with the Council to follow the announcement of the regulatory judgement. This included an email to all engaged tenants, posts via both organisations' social media channels, and the Berneslai Bulletin. A briefing session took place with Barnsley Chronicle resulting in a feature of the outcome. The winter edition of Berneslai Bulletin will be used to reach those tenants who do not use digital platforms.

6. Risk and Risk Appetite

- 6.1 Following the notification of the programmed inspection the Issues and Concerns Register was updated to reflect the risks associated with inspection and the subsequent regulatory judgement that would be issued. These risks have been mitigated by the C1 grading and the register updated to reflect this.

7. Strategic Alignment

- 7.1 The report aligns to the requirements from Barnsley MBC for the effective delivery of and governance arrangements for housing services as set out in the Services Agreement with Berneslai Homes.

8. Data Privacy

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

9. Consumer Regulatory Standards

- 9.1 This report relates to all elements of the Regulator of Social Housing Consumer Standards and the C1 Regulatory Judgement issued by the regulator on 30th October 2024.
- 9.2 Given the C1 grading there will be no ongoing regulatory involvement and there is no requirement to produce an action plan for sharing with the RSH. However, it should be noted that there remains an ongoing duty on the landlord to self-refer to the RSH any weaknesses that are material to the delivery of the outcomes of the consumer standards and which could lead to poor outcomes for tenants and prospective tenants.

10. Other Statutory/Regulatory Compliance

- 10.1 The regulatory judgement confirmed that there is demonstrable evidence of compliance with statutory health and safety requirements.

11. Financial

- 11.1 There are no financial implications arising directly from this report.
- 11.2 The regulatory judgement concluded that we provide an effective, efficient and timely repairs service to tenants.

12. Human Resources and Equality, Diversity and Inclusion

- 12.1 There are no Human Resources Implications arising directly from this report.
- 12.2 While satisfied that services are tailored to meet the diverse needs of tenants and number of areas where further improvements can be made were identified including the promotion of translation services and the lack of diversity amongst the engaged tenants. These areas will be included in refreshed EDI priorities and action plans.

13. Sustainability Implications

- 13.1 There are no sustainability or zero carbon implications arising directly from this report.

14. Associated Background Papers

- 14.1 There are no background documents in Resources in Decision Time specifically associated with this report.

15. Appendices

- 15.1 Appendix A – Regulatory of Social Housing Regulatory Judgment for Barnsley Metropolitan Borough Council published 30 October 2024
- 15.2 Appendix B – Summary of feedback from the RSH against each of the Consumer Standards

16. Glossary

RSH – Regulator of Social Housing

Social Housing (Regulation) Act 2023 – The Act giving new powers to the RSH to undertake programmed inspections of larger social housing landlords against the Consumer Standards

Consumer Standards – There are 4 standards covering Safety and Quality; Transparency, Influence and Accountability; Neighbourhood and Community and Tenancy. These set out the required outcomes and specific expectations placed on landlords by the RSH against which it reaches its regulatory judgement.



Barnsley Metropolitan Borough Council (00CC) Regulatory Judgement

30 October 2024

Our Judgement

	Grade/Judgement	Change	Date of assessment
Consumer	C1 Our judgement is that overall the landlord is delivering the outcomes of the consumer standards. The landlord has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence	First grading	October 2024

Reason for publication

We are publishing a regulatory judgement for Barnsley Metropolitan Borough Council (Barnsley MBC) following an inspection completed in October 2024.

This regulatory judgement confirms a consumer grading of C1. This is the first time we have issued a consumer grade in relation to this landlord.

Summary of the decision

From the evidence and assurance gained during the inspection, we have concluded that overall, Barnsley MBC is delivering the outcomes of the consumer standards and is making effective use of its systems to identify and address potential issues and areas for improvement. Based on this assessment, we have concluded a C1 grade for Barnsley MBC.

How we reached our judgement

We carried out an inspection of Barnsley MBC to assess how well Barnsley MBC is delivering the outcomes of the consumer standards, as part of our planned regulatory inspection programme. We considered all four of the consumer standards: Neighbourhood and Community Standard, Safety and Quality Standard, Tenancy Standard, and the Transparency, Influence and Accountability Standard.

During the inspection we observed a Barnsley MBC committee meeting and a tenant meeting. We also observed Barnsley MBC's arms length management organisation, Berneslai Homes Limited (Berneslai Homes), including one of its board meetings and its customer services committee meeting. We spoke to involved tenants, held meetings with Barnsley MBC, Berneslai Homes and their senior leadership teams, and reviewed a wide range of documents.

Our regulatory judgement is based on all the relevant information we obtained during the inspection as well as analysis of data received from Barnsley MBC through their regulatory returns and other regulatory engagement activity.

Summary of findings

Consumer – C1

October 2024

Barnsley MBC meets the outcomes of the Safety and Quality Standard by demonstrating compliance with statutory health and safety requirements. During the inspection, Barnsley MBC provided evidence-based assurance that it has appropriate systems in place to ensure the health and safety of tenants in their homes and associated communal areas and that performance is monitored, including by Barnsley MBC's cabinet and involved tenants. Barnsley MBC provided effective examples of how it learns lessons when issues arise and puts plans in place to remedy and minimise recurrence, including tackling root causes.

Barnsley MBC has an accurate record of the condition of its homes through physical surveys and has plans in place for a process to keep this information up to date.

Barnsley MBC demonstrated that it uses its understanding of the quality and safety of its tenants' homes to make decisions on future investment to maintain and improve homes, and reviews its strategic approach to stock investment using the latest stock condition information.

Barnsley MBC has evidenced that it provides an effective, efficient and timely repairs service to tenants. It has demonstrated that it responds appropriately to the urgency of works and takes into account tenant vulnerabilities. Barnsley MBC takes action to review its repairs and maintenance service and to improve outcomes for tenants when issues occur.

We gained assurance that Barnsley MBC, together with Berneslai Homes, make effective use of partnership opportunities. Barnsley MBC demonstrated that it works proactively with relevant organisations to deter and tackle anti-social behaviour (ASB) in its neighbourhoods, including targeting hotspots through days of action. Barnsley MBC sets out its approach to managing ASB and hate incidents in its ASB policy and has specific targets on ASB performance. As part of its case management processes, Barnsley MBC and Berneslai Homes undertake risk assessments, taking into account tenant needs and signposting tenants to support.

In relation to the Tenancy Standard, we saw evidence that Barnsley MBC offers tenancies or terms of occupation that are compatible with the purpose of its accommodation, the needs of individual households, the sustainability of the community, and the efficient use of its housing stock. Barnsley MBC has a lettings policy that sets out its approach to ensuring all properties are let in a fair and transparent way and takes into account the needs of tenants and prospective tenants.

We gained assurance that Barnsley MBC is committed to treating tenants with fairness and respect. Barnsley MBC gathers tenants' views in a range of formal and informal ways, and tenants are provided with opportunities for them to influence and scrutinise strategies, policies and services. Barnsley MBC has identified there could be improvements made to its tenant engagement and feedback mechanisms and it is continuing to focus on this. Evidence was provided that feedback and scrutiny provided by tenants has directly and positively impacted service delivery such as in repairs, complaints handling and lettings.

Overall, we found Barnsley MBC ensures complaints are addressed fairly, promptly and effectively. Barnsley MBC provided evidence that it learns from information on complaint types and outcomes and understands the impact on tenants when it gets things wrong, identifying when improvements need to be made and responding accordingly.

There is evidence of Barnsley MBC using the information it holds about its tenants, to tailor services to meet tenants' diverse needs and deliver fair and equitable outcomes. Clear and accessible information is provided to tenants about Barnsley MBC's services and performance, allowing tenants to access information and scrutinise how well Barnsley MBC is delivering those services. Barnsley MBC recognises that this is an area that requires further development, and work is continuing, to review, evaluate and improve how it tailors its services to tenants.

Background to the judgement

About the landlord

Barnsley MBC is a metropolitan borough in South Yorkshire. Barnsley MBC owns around 18,000 homes.

In 2002, Barnsley MBC set up a wholly owned company called Berneslai Homes. Berneslai Homes is an arms length management organisation which provides housing services on behalf of Barnsley MBC.

Our role and regulatory approach

We regulate for a viable, efficient, and well governed social housing sector able to deliver quality homes and services for current and future tenants.

We regulate at the landlord level to drive improvement in how landlords operate. By landlord we mean a registered provider of social housing. These can either be local authorities, or private registered providers (other organisations registered with us such as non-profit housing associations, co-operatives, or profit-making organisations).

We set standards which state outcomes that landlords must deliver. The outcomes of our standards include both the required outcomes and specific expectations we set. Where we find there are significant failures in landlords which we consider to be material to the landlord's delivery of those outcomes, we hold them to account. Ultimately this provides protection for tenants' homes and services and achieves better outcomes for current and future tenants. It also contributes to a sustainable sector which can attract strong investment.

We have a different role for regulating local authorities than for other landlords. This is because we have a narrower role for local authorities and the Governance and Financial Viability Standard, and Value for Money Standard do not apply. Further detail on which standards apply to different landlords can be found on our [standards page](#).

We assess the performance of landlords through inspections and by reviewing data that landlords are required to submit to us. In-Depth Assessments (IDAs) were one of our previous assessment processes, which are now replaced by our new inspections programme from 1 April 2024. We also respond where there is an issue or a potential issue that may be material to a landlord's delivery of the outcomes of our standards. We publish regulatory judgements that describe our view of landlords' performance with our standards. We also publish grades for landlords with more than 1,000 social housing homes.

The Housing Ombudsman deals with individual complaints. When individual complaints are referred to us, we investigate if we consider that the issue may be material to a landlord's delivery of the outcomes of our standards.

For more information about our approach to regulation, please see [How we Regulate](#).

Appendix B

Summary of feedback from the Regulator of Social Housing

Transparency, Influence and Accountability Standard

Observations

- Lots of positive outcomes demonstrated
- Tenants are empowered
- Tenants' feedback and influence is used to shape services
- They observed a respectful culture towards tenants
- Tenants are listened to
- Services are tailored to meet the diverse needs of tenants.
- The quality and range of performance information available to tenants is good
- Complaints handling is on a journey and there is a robust plan in place for improvement
- There is demonstrable learning from complaints

Areas for further focus

- The outcomes of Tenant Engagement and Influence are not always captured and shared
- Language Line services could be better publicised
- There is a lack of a proactive offer to translate
- Some tenants want to see better communications and to have more direct communication with BMBC as their landlord
- There is a lack of diversity in the engaged tenants group
- Tenants should be more involved in setting KPIs
- Nothing is fundamentally broken but a few things require tweaking

Safety and Quality Standard

Observations

- Overall Barnsley is working to keep tenants safe
- There is a good understanding of the homes
- Positive progress on stock condition survey – we need to keep going with the remaining surveys
- The RSH understands the issues relating to the age of the housing stock and the implications arising from this.
- The S151 officer has a clear understanding of these issues and everyone is working together to tackle this and “getting our ducks in a row”
- Positive decision to move from a whole house approach to elemental works programme
- Satisfied that an efficient repairs and maintenance service is delivered
- All reasonable steps are taking to keep tenants safe
- Positive feedback on the Building Safety Board, the approach to keeping Tenants and Leaseholders engaged and informed
- Building Safety Scorecard noted as one of the most comprehensive that the team had seen
- C365 will strengthen assurance and compliance

- There is a good prompt focus on Damp and Mould
- Positive recognition of the Pathway developed with Barnsley Hospital Asthma Team
- Clear lessons were learnt from the tragic incident at Princess Street, Staincross

Areas for further focus

- Repairs was a slightly mixed picture
- Acknowledged the backlog and that it is reducing and that the root causes are being looked at. Need to deliver the outcomes and against the plans
- Need to be clear on the methodology to prioritise the future 20% rolling stock condition survey programme

Neighbourhood and Community Standard

Observations

- There is a strong emphasis on Partnerships (this was a theme through all areas of work)
- ASB strategy has a clear focus
- Positive work done on the Summer Lane estate in response to ASB, OCGs etc
- Good focus on early intervention
- Positive focus on ASB and impact/understanding of local communities
- Low level of complaints relating to ASB

Areas for further focus

- The outcome of work on ASB is key for tenants – think about how this can be better communicated
- Is the low use of ASB tools impacting on TSM satisfaction results?
- Continue joint work on reviewing ASB processes

Tenancy Standard

Observations

- Tenancies offered are appropriate
- We are efficiently using the housing stock
- Positive feedback on the review of the Lettings Policy that was undertaken; with member engagement highlighted

Areas for further focus

- Complete review of Tenancy Policy ensuring that new policy is fully compliant with changes introduced in the Consumer Standards

Report Title	2024/25 Quarter Two Performance Summary	Confidential	No
Report Author	Executive Director Resources	Report Status	For Information
Report To	Board 05/12/2024	Officer Contact Details	Sarah Drafz Sarahdrafz3@berneslaihomes.co.uk

1. Executive Summary	<p>Berneslai Homes' performance is measured so that we can monitor the success of our Strategic Plan commitments, consider how well areas of the business are doing and see the difference we are making to our customers.</p> <p>This report will</p> <ul style="list-style-type: none"> • Inform Board of Berneslai Homes' performance at quarter two of 2024/25, including areas of strength, areas for improvement and actions being taken to address underperformance. • Highlight the high risk areas for Board. <p>Key areas of strength are building safety compliance, which was 100% across four building safety TSMs, complaints responded to in target timescales and rent collection levels.</p> <p>Keys areas of concern include void rent loss, employee sickness and the proportion of calls answered in target timescales.</p> <p>Customer Services Committee were assured that appropriate measures were in place to address areas of underperformance. Comments from Customer Services Committee have been incorporated into this summary.</p>
2. Recommendation/s	<p>2.1 Board is asked to consider quarter two performance.</p> <p>2.2 Where performance targets have not been achieved, Board should ensure they are satisfied with the explanations provided and there are adequate controls and actions in place.</p>

	2.3 Board should identify any areas where they feel more detailed consideration is required by Customer Services Committee.
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3. Background

- 3.1 Berneslai Homes' performance is measured so that we can monitor the success of our Strategic Plan commitments, consider how well areas of the business are doing and see the difference we are making to our customers.
- 3.2 TSMs are intended to give tenants a clear set of comparable measures allowing comparison of performance with others. The attached performance report includes benchmarks taken from the Housemark 2023/24 year end benchmarking report. The benchmarks reflect the peer group median. The benchmark colour coding is included to show how the current quarters performance compares, light green formatting denotes performance in line with or better than the median, light red formatting denotes performance behind the median. The quarter two report shows that our performance compares favourably to our peer group.
- 3.3 On a quarterly basis an assessment of Berneslai Homes performance against targets is made and scrutinised by Customer Services Committee. We have 38 Key Performance Indicators (KPIs) for 2024/25, they are segmented into the TSM Pulse, the Council Pulse and the Company Pulse. Performance is red/amber/green (RAG) rated against annual targets. We also compare our performance against national benchmarks using Housemark data.

4. Current Position/Issues for Consideration

- 4.1 Challenging performance targets are set annually by the Council. At quarter two, performance for nine KPIs were reported as green (met or exceeded target), six KPIs were rated as amber (narrowly missed the annual target) and 16 KPIs were rated as red (target not achieved). 7 KPIs were not RAG rated due to data not yet being available or not having benchmarking data to allow comparison.
- 4.2 We are currently calculating quarter two and a revised quarter one position for the proportion of emergency and non-emergency repairs completed in target timescales (RP02 1 and 2) to ensure we comply with the Regulators technical requirements. The performance report will be updated once the data is available. It is expected that performance for both these measures will be red rated against the challenging targets of 99% (emergency) and 96% (non-emergency).
- 4.3 **Quarter two performance areas of strength:**
- Building safety: we have 100% compliance against four of the five building safety TSMs (fire, asbestos, water and lift safety). Since the performance report was published the two non-compliant gas checks have been resolved meaning we are now 100% compliant. The two properties were being resolved through the legal route due to no access at the time the data was collected and are now complete/capped off.

- CH02: 96.3% of stage one and 95.8% of stage two complaints were responded to in target timescales against a target of 100% (both are amber rated). Despite receiving approximately double the number of stage one complaints performance is 13% points better than quarter one 23/24. This confirms that actions taken to improve complaints performance are having a positive impact.
- Income: In quarter two we collected 100.28% of rent due. The team continue to provide evening cover up to 7pm making outbound contact with customers where they have been unable to successfully engage during standard office hours. Since the start of the financial year, we have seen an increase of approximately 800 Universal Credit customers with an increasing proportion in arrears. The Income Team continues to work collaboratively with our Tenant Support Service to ensure there is appropriate support available for customers.
- Local spend: We spent 68% of influenceable spend locally demonstrating our commitment to supporting the local economy.
- Disability: 13.1% of the workforce defined as disabled under the Equality Act definition of disability against a target of 8%. During Quarter 2, an exercise was undertaken to allow staff to update the equality information we hold about them. This included telling us if they define as having a disability under the Equality Act 2010. As this personal information may not have been updated during their employment with us unless they have chosen to do so, a significant number of employees declared the above during this exercise and this has impacted the figures as shown.

4.4 **Quarter two key areas of concern:**

- Void rent loss: at quarter two 1.98% of income (£840K) was lost due to void properties. Performance is (£355k) worse than quarter two 2023/24. As at mid-October 397 properties were void. A recovery plan is in the process of being implemented to drive improvements across the three phases of the void process (termination, repair works and the signing up of ready to let properties). Whilst performance is expected to improve as the year progresses, we are likely to end the year behind target. This improvement plan will be monitored by EMT to ensure progress remains on track.
- Staff sickness: at quarter two we are predicted to end the year with an average of 14.2 days sickness per employee. Performance is 2 days worse than the same period last year. The main causes of sickness absence were mental ill health (45%), musculoskeletal (24%) and minor illness (20%). Customer and Estate Services had the highest absence levels with 8.4% of working time lost. HR continue to proactively monitor sickness absence, meeting regularly with managers to ensure sickness is managed effectively, alongside providing a quarterly spotlight report to SMT/EMT to highlight trends and recommended management action. HR are also meeting with Estate Services on a weekly basis to monitor absence cases and provide timely advice to Team Leaders and Managers whilst absence levels are particularly high. Remuneration committee is also to receive a regular update on sickness.

- Priority calls answered in target: 45.3% of priority calls were answered in the target timescale of three minutes against the target of 80% (red rated). Compared to last year, we have seen a 10% increase in calls received in quarter two. The Contact Centre recently recruited to vacant posts and an apprentice has been trained to deal with general calls which will release resources to deal with priority calls. Further call handlers are due to start this month so as staff are trained, we should start to see the benefit and improvement in performance. October data shows an improvement with 73.08% of priority calls answered in target. Call monitoring continues to take place to ensure the quality of calls are maintained. The Executive Director of Customer and Estate Services has met with the Council Contact Centre Service Director and Head of Service to review performance. Quarterly meetings have been established and a performance improvement plan is to be put in place.
- RP01 decent homes: at quarter two 79 properties (0.44% of stock) were classed as non-decent. The stock can be aggregated into 3 categories, as per Figure 1: Non-Decent Breakdown.

Figure 1:Non-Decent Breakdown				
	Quarter 1		Quarter 2	
Category	% against stock	Count of assets	% against stock	Count of assets
Non-Decent – in works (for 24/25 or 25/26)	0.08%	14	0.08%	15
Non-Decent – un-surveyed in quarter	0.73%	132	0.05%	9
Non-Decent – omissions, additional assets from Pennington Choices, Electrical (review and remedial actions needed)	0.47%	84	0.31%	55
Totals	1.28%	230	0.44%	79

This KPI was previously reported annually and is an annual TSM. Within the financial year, we have a decreasing number of failures. Of the 55 reported failures this quarter requiring further action (Non-Decent Omissions, additions etc.), these are related to electrical system (4), insulation levels (4) roof covering (47). The assets failing on the electrical system and insulation levels will be investigated and receive appropriate remediation as a priority. The properties that have roof failures have been escalated to the BMBC / Berneslai Homes Asset Management Housing Stock Board for review and to agree next steps for these assets.

- Satisfaction measures – we have received results from the first tranche of perception surveys sent out to customers. A second tranche of surveys will be sent out from November, the results of both will be combined to provide our final satisfaction survey results. A number of these results have dipped from year end 23/24. For those satisfaction KPIs where quarter two performance is behind target an action plan including specific improvement actions is in the process of being developed, further detail is included under the TSM mid-year survey item at Board today.

- 4.5 The Annual Business Action Plan was agreed by Board in December 2023 and cabinet in February 2024 for the period 1st April 2024 to 31st March 2025. Quarter two shows progress against all agreed actions see Appendix A of the Performance Report. This is included in the Strategic Plan report to Board.

5. Customer Voice/Impact

- 5.1 To ensure that tenant's voices are represented, Tenant Voice Panel members sit on the Customer Services Committee and are involved in scrutiny of quarterly performance. In addition, Board representatives are members of Customer Services Committee and provide scrutiny of company performance. Twice a year a meeting is held with Tenant Voice Panel members to review performance in detail.

6. Risk and Risk Appetite

- 6.1 There are no risk register items which directly link to this report. Any compliance areas of concern linked to performance are included on the corporate risk register.

7. Strategic Alignment

- 7.1 Our KPIs are aligned to our strategic priorities; excellent customer services, sustainable communities, partnership working and successful well-managed company which support our vision 'Creating great homes and communities with the people of Barnsley.' We work closely with the council to ensure we align our services and Strategic Plan to meet the challenges and opportunities of their new Corporate Plan and the Barnsley 2030 vision.
- 7.2 The performance report links to all the Barnsley 2030 Strategic Ambitions (listed below) as it is one of the mechanisms by which we monitor our performance against plan.
- Hearing Customers
 - Keeping tenants Safe
 - Growth of Homes and Services
 - Technology and Innovation
 - Employment and Training
 - Zero Carbon

8. Data Privacy

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

9. Consumer/Regulatory Standards

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

- Tenancy Standard
- Neighbourhood and Community Standard
- Transparency, Influence and Accountability Standard
- Safety and Quality Standard

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

The quarterly performance report is published on our website as part of our approach to ensuring transparency and supporting effective scrutiny by tenants.

10. Other Statutory/Regulatory Compliance

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

11. Financial

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

12. Human Resources and Equality, Diversity and Inclusion

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

13. Sustainability Implications

13.1 Various performance measures reported assess progress towards achieving our net zero ambitions which in turn links to our sustainability strategy.

14. Associated Background Papers

None.

15. Appendices

Appendix A – Quarter Two 2024/25 Performance Report

Quarterly Performance Report



























Quarter 2-2024/2025












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2024/25 – Q2 Summary

TSM					
 Gas Safety Checks	 Fire Safety Checks	 ASB Cases	 ASB Cases Hate Incidents	 Satisfaction Home is Safe	 Listening to Tenants
 Asbestos Safety Checks	 Water Safety Checks	 DHS Compliance	 Non-Emergency Repairs	 Keeping Tenants Informed	 Treating Tenants Fairly
 Lift Safety Checks	 Stage One Complaints	 Emergency Repairs	 Tenant Satisfaction	 Handling Complaints	 Satisfaction with Communal Areas
 Stage Two Complaints	 Stage One Response Time	 Tenant Satisfaction with Repairs	 Time Taken Recent Repair	 Positive Contribution	 Satisfaction with Handling ASB
 Stage Two Response Time		 Well Maintained Home			

Council KPIs	
 Void Rent Loss	 Rent Collection
 Proportion of Apprentices	 Barnsley Pound
 EPC C or Above	 Annual indicator Management Fee




Company KPIs	
 Staff Satisfaction	 Staff Attendance
 Equality Act	 Minority Ethnic
 Current Tenant Arrears	 Contact Centre

TSM KPIs

TSM	
 Gas Safety Checks	 Fire Safety Checks
 Asbestos Safety Checks	 Water Safety Checks
 Lift Safety Checks	 Stage One Complaints
 Stage Two Complaints	 Stage One Response Time
 Stage Two Response Time	

YEAR END 23/24	Q1	Q2	Q3	Q4	YEAR END 24/25	TARGET 24/25	BENCH MARK (Median)	
100%	100%	99.99%				100%	99.95%	BS01: Gas Gas safety checks
100%	100%	100%				100%	100%	BS02: Fire Fire safety checks
100%	100%	100%				100%	100%	BS03: Asbestos Asbestos safety checks
100%	100%	100%				100%	100%	BS04: Water Water safety checks
100%	100%	100%				100%	100%	BS05: Lift Lift safety checks
39.6	17.4	35.0				In line with peer group median	39.4 peer group median	CH01 1: Stage One Complaints Stage one complaints relative to the size of the landlord
7.6	3.3	7.3				In line with peer group median	4.5 peer group median	CH01 2: Stage Two Complaints Stage two complaints relative to the size of the landlord
74.0%	96.2%	96.3%				100%	73.1%	CH02 1: Stage One Response Time Stage one complaints response time
96.3%	96.7%	96.8%				100%	71.6%	CH02 2: Stage Two Response Time Stage two complaints response time

TSM KPIs

TSM	
 ASB Cases	 ASB Cases Hate Incidents
 DHS Compliance	 Non-Emergency Repairs
 Emergency Repairs	 Tenant Satisfaction
 Tenant Satisfaction with Repairs	 Time Taken Recent Repair
 Well Maintained Home	

YEAR END 23/24	Q1	Q2	Q3	Q4	YEAR END 24/25	TARGET 24/25	BENCH MARK (Median)	
46.4	12.1	21.4				In line with peer group median	56.07 peer group median	NM01 1: ASB Cases Anti-social behaviour cases
0.5	0.2	0.5				In line with peer group median	1.44 peer group median	NM01 2: ASB Cases Hate Incidents Anti-social behaviour cases that involve hate incidents
0.09%	1.3%	0.4%				0%	3.18%	RP01: DHS Compliance Homes that do not meet the Decent Homes Standard
94.1%	TBC	TBC				96%	81.3%	RP02 1: Non-Emergency Repairs Repairs completed within target timescale
94.3%	TBC	TBC				99%	94.9%	RP02 2: Emergency Repairs Repairs completed within target timescale
76.8%	73.0%					77%	66.5%	TP01: Tenant Satisfaction Overall satisfaction
75.1%	73.1%					76%	69.5%	TP02: Tenant Satisfaction with Repairs Tenant Satisfaction with repairs
75.5%	66.5%					76%	66.2%	TP03: Time Taken Recent Repair Satisfaction with time taken to complete most recent repair
73.8%	69.8%					74%	67.1%	TP04: Well Maintained Home Satisfaction that the home is well maintained

TSM KPIs

TSM	
 Satisfaction Home is Safe	 Listening to Tenants
 Keeping Tenants Informed	 Treating Tenants Fairly
 Handling Complaints	 Satisfaction with Communal Areas
 Positive Contribution	 Satisfaction with Handling ASB

YEAR END 23/24	Q1	Q2	Q3	Q4	YEAR END 24/25	TARGET 24/25	BENCH MARK (Median)	
74.9%	70.7%					77%	73.5%	TP05: Home is Safe Satisfaction that the home is safe
59.6%	60.5%					61%	56.5%	TP06: Listening to Tenants Landlord listens to tenants views and acts upon them
64.4%	60.5%					68%	66.5%	TP07: Keeping Tenants Informed Landlord keeps tenants informed about things that matter to them
76.9%	76.4%					81%	76.0%	TP08: Treating Tenants Fairly Landlord treats tenants fairly and with respect
43.1%	46.2%					43%	29.4%	TP09: Satisfaction Handling Complaints Satisfaction with the landlords approach to handling complaints
65.9%	51.8%					66%	64.9%	TP10: Satisfaction with Communal Areas Satisfaction that the landlord keeps communal areas clean and well maintained
59.6%	52.8%					64%	59.3%	TP11: Positive Contribution Satisfaction that the landlord makes a positive contribution to neighbourhoods
48.4%	45.8%					55%	54.8%	TP12: Satisfaction Handling ASB Satisfaction with the landlords approach to handling anti-social behaviour

Council KPIs

Council KPIs	
 Void Rent Loss	 Rent Collection
 Proportion of Apprentices	 Barnsley Pound
 EPC C or Above	Annual indicator  Management Fee

YEAR END 23/24	Q1	Q2	Q3	Q4	YEAR END 24/25	TARGET 24/25	
1.56%	1.97%	1.98%				1.05%	Void Rent Loss (BH1) Income lost due to void properties
96.3%	99.2%	100.3%				97%	Rent collection (BH2) Rent collected as a proportion of rents owed on Housing Revenue Account dwellings.
3.6%	3.3%	3.3%				4%	Apprentices (BH3) Proportion of apprentices in workforce
66%	65%	68%				60%	Local Spend (BH4) Spend funds locally supporting the Barnsley economy.
39.3%	41.9%	41.7%				45%	EPC Ratings (BH5) Percentage of Properties with an EPC C or above.
Achieved	Annual					1%	Management Fee (BH6) Management Fee Efficiency target as part of annual Value For Money report.

Company KPIs

Company KPIs	
Annual Indicator	
	
Staff Satisfaction	Staff Attendance
	
Equality Act	Minority Ethnic
	
Current Tenant Arrears	Contact Centre

YEAR END 23/24	Q1	Q2	Q3	Q4	YEAR END 24/25	TARGET 24/25	
48%	51%					50%	Staff Satisfaction (KPI 1) Employee satisfaction rate. My organisation is a great place to work.
12.4	13.1	14.2				9 days	Staff Attendance (KPI 2) Average number of days absent per full time equivalent employee.
4.7%	4.7%	13.1%				8%	Diversity (KPI 3) Percentage of staff defining under the Equality Act definition of disability.
3.1%	2.9%	2.6%				3.4%	Diversity (KPI 4) Percentage of minority ethnic staff in total workforce.
3.7%	3.6%	3.6%				3.5%	Current Tenant Arrears (KPI 5) Percentage of Current Tenant Arrears.
73.5%	40.1%	45.3%				80%	Contact Centre (KPI 6) We will answer priority calls in less than 3 minutes (Contact Centre).

Barnsley 2030 objective	Priority	Strategic Ambition	Milestones	Date	BH Lead and additional resources	Q1 Update	Q2
Healthy Barnsley	Implement phases 1.1 and 1.2 of Repairs First and DRS and ensure we use the new system to its full functionality to deliver efficient, effective, and timely customer service (NEC Repairs First) DRS	Technology and Innovation	Review of phase 1 repairs first implementation Phase 1.1 Repairs and Maintenance 1.2 December 24 Asset Management.	Sept 24 May 24 Sept 24	Managing Director Construction Services, Head of Asset Management, Head of Governance and Strategy	Head of GS - currently reviewing phase 1 and lessons learned. Head of AM: Demonstration from NEC provided for Asset Modules (phase 1.2). Full programme for implementation being developed/agreed by BH transformational board / EMT	Head of GS - 6 month review of phase 1 and how working for Construction Services is underway. NEC energy module is now in place and SAVA being implemented target for go live Dec 24. Head of O (CS) reviewing data that is being produced from system to utilise as business intelligence to enable us to review resources and workloads.
Healthy Barnsley	Improving Data quality, accuracy and maturity and using this data to tailor services for our tenants.	Hearing customers	Data Strategy and 3 year Action Plan to improve data approved by EMT Soft market testing of tools to enhance data quality across systems and Business case to purchase software Improved induction for IT systems and introducing data standards and data owners across the organisation	Jun 24 Oct 24 Mar 25	Head of Governance and Strategy budget for data accuracy tool required.	H of GS - draft data strategy been to Executive Management Team. Final amendments to be approved. Year one action plan developed and agreed by Executive Management Team. Initial review of data tools taking place.	Head of GS - reviewing use of data dashboard in NEC to be implemented by March 25 to enhance data quality. Demo's of on line tooling taking place.
Healthy Barnsley	Using technology to streamline services and review and automate processes where possible.	Technology and Innovation	Agree 3 year programme of areas to review with EMT Work with BMBC in their digital transformation journey to improve automation for BH	Jun 24 Mar 25	Head of Governance and Strategy IT budgets	Initial meeting held between BMBC and BH. Discovery work around content relationship Management system is initial area being considered.	Head of GS - discovery work taking place with BMBC around using BMBC Dynamics for CRM.
Healthy Barnsley	Hearing and responding to a wider tenant voice	Hearing Customers	Review successfulness of Insight and Engagement Strategy Fully develop chosen insight IT platform Increase insight following successful launch of Knowing our Customers Project	Dec-24 Jun 24 Dec 24	Head of Customer Services Engagement Manager Head Of Governance & Strategy - budget for insight platform	H of GS - knowing our Customers project paused as links to CRM. Insight strategy agreed Board 11th July 24. Ho CS - Survey platform being developed and question set agreed with service leads. slight delay due to staffing absence.	*Still in development, due to be approved by Board and BMBC by Dec-24. 3 surveys developed, 3 more to be added, in addition a full prog of surveys to be developed and rolled out from Apr-25. Other actions on the Strategy being progressed. *Voicescape now set up - complete. *Being deferred due to CRM. Interim solution being looked at by HoS CS and GS.
Healthy Barnsley	Bespoke approach to Neighbourhood Management	Hearing Customers	*12 month review of Neighbourhoods and ASB structures *All staff completed Housing Professional Passport by December 2024 *Key Action Plans - Noise / ASB complete	Apr-24 Dec-24 Apr-24	Head of Estate Services, Neighbourhood Manager, ASB Team Leader	Restructure complete. Housing Professional Passport programme underway. Service Transformation continuing ASB	*Head of Estates - structure requires additional review , to be completed once consultation completed with staff to support move to one base due to take place November 24. HiHPP on track for Dec although will need to arrange mop up session after this date due to staff turnover to ensure everyone has done this. ASB team restructure complete - to be reviewed Summer 2025.

Barnsley 2030 objective	Priority	Strategic Ambition	Milestones	Date	BH Lead and additional resources	Q1 Update	Q2
Healthy Barnsley	All homes to be compliant with Building Safety and Compliance regulations/legislation (Building Safety)	Keeping Tenants Safe	*Ongoing Monthly Building Safety Scorecard Reports to transfer to Realtime reporting via C365 *EICR 100% to 5 year Position (utilising warrant of entry for access) *Lifts 100% Compliant (utilising warrant of entry for access) *Building Safety Cases - Quarterly Review with Building Safety Project Board awaiting contact from the Building Safety Regulator *Embed the Damp, Mould & Disrepair Team & Produce a bespoke Strategy *Installation of IOT Monitoring	01/06/2024 revised to August 2024	Head of Repairs Maintenance and Building Safety	Monthly monitoring remains on Scorecard whilst the C365 Implementation works remain ongoing. Revised target agreed for August 2024 with dates booked with BMBC Corporate Assurance Team to audit the system and data to ensure accuracy	Monthly monitoring remains on Scorecard whilst the C365 Implementation works remain ongoing. This is in the final stages of being audited by BMBC Corp Assurance, then board approval will be sought to go fully live. We continue to closely monitor regulatory changes on the horizon (Awaabs Law & DH2).
Healthy Barnsley	All homes will have up to date asset data used to support repairs, maintenance, and investment (Stock Data)	Technology and Innovation	* Review stock data completion rates and run a targeted mop up programme to attain full asset data set. * Commissioning of a data validation exercise of stock data. * Rolling programme of stock condition across 20% of the stock per annum, operating on a risk based approach in relation to property selection	Jun 24 Aug 24 Mar 25	Head of Asset Management	Head of AM. March 2024 completion rates 83%. Penningtons completed stock validation report for BH. Mop up programme for remaining approx. 15% being undertaken. 2025/26 risk based approach being developed by AM Team for 20% per annum SCS	Head of AM: Sep 2024 completion rate at 85%. Penningtons provided outcome report to BH/BMBC key stakeholders Jul 2024. SCS supporting development of medium term capital investment plan. 15% SCS still to be undertaken (no access). As per Q1 update - 2025/26 risk based approach to be developed by AM Team for 20% per annum SCS
Learning Barnsley	Strategic Workforce Planning (incorporating Professionalism Agenda, Succession / Workforce Planning)	Employment and Training	Review of jobs in scope, current qualifications held and training needs Review employee specs and recruitment process to meet competency and conduct requirements Review PDR process Agree Workforce Planning/Succession Planning Framework	June 24 June 24 March 25	Head of HR&OD	Head of HR,OD&Comms - Roles in scope for proposed competency & conduct standard agreed, current qualifications of post holders identified, training plan being developed. Job adverts for roles in scope now include qualification requirements. Interim review of PDRs completed	Head of HR,OD&Comms - Roles in scope for proposed competency & conduct standard agreed, refreshing data on current qualifications of post holders due to turnover and training plan being developed. Job adverts for roles in scope now include qualification requirements. Interim review of PDRs completed & full review commenced. Workforce & Succession Planning Framework to be developed in 2025/26
Growing Barnsley	Implementing the Lettings Policy and reviewing its impact	Hearing Customers	Post Go live review of new policy Review wider service processes Obtain feedback from applicants 6 months after go live Completion of annual review report for Board and BMBC Review mutual exchange service offer and provider Review service structure for efficiencies	April 24 June 24 Aug 24 Jan 25 Sep 24 Jan 25	Head of Customer Services Lettings Manager	H O CS - Policy Live 1/4/24. System still in development. Temp amends to existing set up. Qtr 1 analysis completed. Review of wider processes commenced. Update in Qtr 2	*Went live. *Commenced review of wider processes - behind target due to staffing resources *Customer Panel to be held Nov-24 and survey in development. *Commenced mid-year impact report to share with Ctte and elected members. *To commence - contact with alternative providers already made - deferred to new year. Current contract expires Oct-25. *Reviewing service structures to deliver projects

Barnsley 2030 objective	Priority	Strategic Ambition	Milestones	Date	BH Lead and additional resources	Q1 Update	Q2
Sustainable Barnsley	To achieve EPC 'C' by 2030 and Net Zero by 2045 (Development approach to sustainability)	Zero Carbon	*Review exercise to be undertaken following completion of EPC 'C' retrofit pilot, delivered via PRIP contractual arrangement. *Develop and agree approach with EMT and BMBC for a EPC 'C' retrofit programme to deliver 2030 objective for all BH stock.	Jul 24 Oct 24	Head of Asset Management	Head of AM: Pilot undertaken via PRIP. Retrofit with Barnsley Home Standard works in 2024/25 to be paused - HRA priorities. Commission for SAVA intelligent energy modelling system to be implemented to allow for a full stock retrofit plan to be developed	Head of AM: Transformation Board agreed implementation of SAVA intelligent energy module. Anticipated to be live for Dec 2024. NEC Phase 2 Assets Module to follow. Full retrofit plan to be created

Report Title	Tenant Satisfaction Measures (TSM) - Mid Year results and actions	Confidential	No
Report Author	Sarah Barnes, Head of Customer Services	Report Status	For Discussion
Report To	Board 5/12/24	Officer Contact Details	sarahbarnes@berneslaihomes.co.uk

1. Executive Summary	<p>This report presents for discussion the mid year TSM report which analyses feedback from 585 tenants completing the first round of the survey throughout the summer.</p> <p>This report outlines any key findings/emerging issues along with actions to address issues.</p> <p><u>Key findings/emerging issues</u></p> <ul style="list-style-type: none"> • Overall satisfaction has reduced to 73%. • Satisfaction across most measures on the TSM mid year survey has reduced in all but 3 measures but is still higher than the Housemark Median Benchmark on 7 out of the 12 measures. • Satisfaction with complaint handling has improved for the second year running and is well above the Housemark benchmark. <p><u>Actions</u></p> <ul style="list-style-type: none"> • Whilst the decrease in satisfaction is disappointing it was predicted and it is reassuring to note that actions to improve service delivery across all of these measures were already contained within our corporate or divisional improvement plans. This supports the C1 RSH judgement in that we are an organisation who recognises areas of concern and has plans in place to address issues. • A draft action plan is in development.
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2. Recommendation/s	<ul style="list-style-type: none"> • Board to note the TSM survey results. • Board to offer comment on the emerging issues and associated actions, and note the increased risks of delivering service improvements due to budget and resource availability. • Board to note that the second wave of surveys are currently in progress and results will be available in the New Year. Once received a report will be presented to Board ahead of submission of annual results to the RSH.
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3. Background

3.1 From April 2023 it became a Regulatory requirement under section 2.4 of the [Transparency, Influence and Accountability Consumer Standard](#) for social landlords to gather in a prescribed way, tenant feedback for the 12 [Tenant Satisfaction Measures](#). Landlords have a duty to publish their results and share with the Regulator by the end of June each year.

3.2 To enhance compliance with the standard, Berneslai Homes engage an independent market research consultant to conduct the survey on our behalf. This consultant is ARP Ltd, a South Yorkshire company who undertake this type of survey for many other social landlords.

3.3 Whilst the methodology is very specific, landlords have the flexibility to run the survey at different intervals throughout the year. We have normally run the survey as a one off annual survey in the summer of each year with results being available and shared in November. The 2023 survey results were shared with Customer Services Committee in November 2023. In previous years we have developed a specific action plan to respond to issues arising and this is published alongside the survey on our website.

However, for the 2023 survey we integrated actions arising from the TSM survey findings into our Regulation Ready Action plan. This was considered by Customer Services Committee in February 2024.

3.4 To further strengthen the validity of the TSM results, BMBC's Corporate Assurance Team completed an in-depth audit of the results ahead of their submission to the Regulator of Social Housing.

3.5 To enable us to consider and respond to tenant feedback in a more timely way, it was agreed that we would run the 2024/25 TSM survey in two batches. The first batch to be run in June and the second in November.

3.6 It was also agreed to present results direct to Board and whilst actions arising would be integrated into corporate and divisional improvement plans we would also produce a summary action plan that would be published alongside the TSM report.

4. Current Position /Issues for Consideration

- 4.1 We have received the mid year results from the TSM survey (Appendix 1). This survey represents the views of 585 tenants and once we have completed the second wave currently in progress in the results will be compliant with the required methodology.

The year end results once verified, will be submitted to the RSH as part of our regulatory duties. The survey was sent to 1,750 households and the returns represent a 33% return rate.

- 4.1.1 In summary, satisfaction has decreased across all but 3 measures. However, this is still higher than the updated Housemark Benchmark on 7 of the 12 measures. Board should note that benchmarking on TSMs is a lagging measure and our position against the 2023/24 benchmark may well change as Housemark share the 2024/25 sector results.

A continued reduction in satisfaction was anticipated for the following reasons:

- We are continuing to see higher than average complaints about the repairs service in particular planned repairs, the wait times and communications.
 - We continue to see a high rate of follow up contact for repairs via our Contact Centre.
 - We continue to face budgetary pressures impacting not just our repairs service but our investment in estate environmental improvements and our investment in communal areas.
 - The results of our transactional surveys has also decreased for our repairs service and ASB management.
 - We are still implementing changes to the revised IT system which has resulted in some issues for the scheduling of repairs.
 - Our planned IT developments to enable customer access to better online services and us to “know our customers” are progressing slowly.
 - Whilst the restructure of the Neighbourhood Teams has completed, we have a higher than normal sickness, vacancy rate and additional training of new appointments.
 - There is a growing negativity across social media platforms – this is common across the public sector especially given the spotlight on the social housing sector.
- 4.1.2 It is positive that we have seen another improvement in the handling of complaints and this reflects the review of our Complaint Policy, increased transparency and the increase in additional temporary resources.
- 4.2 A summary of the results is presented below.

Table 1 – Summary results

The report provided by ARP Research (Appendix 1) included the year end Housemark median benchmark results. Since this report was issued Housemark have updated their benchmark data. This updated table is below:

TSM	2024/25 mid year result	2023/24 results	Updated Benchmark Median 25/09/2024	Our target 2024/25
	Red indicates reduction from 23/24		Red indicates our score is below median	Red indicates below our target
TP01 Overall Satisfaction	73%	77%	67%	77%
TP02 Satisfaction with repairs	73%	75%	70%	76%
TP03 Time taken recent repair	67%	76%	66%	76%
TP04 Home well maintained	70%	74%	67%	74%
TP05 Home is safe	71%	75%	74%	77%
TP06 Listening to tenants	61%	60%	57%	61%
TP07 Keeping tenants informed	61%	64%	67%	68%
TP08 Treating tenants fairly	77%	77%	76%	81%
TP09 Handling complaints	46%	43%	29%	43%
TP10 communal areas	52%	66%	65%	66%
TP11 Positive contribution to neighbourhoods	53%	60%	59%	64%
TP12 Handling ASB	46%	48%	55%	55%
Non TSM Questions				
Easy to deal with	76%	79%	N/A	N/A
Online services	64%	66%	N/A	N/A

4.3 Next Steps

- 4.3.1 An interim action plan is being developed and is presented in draft at Appendix 2. SMT have been asked to finalise the plan by mid December. It is positive to note that all of the actions are existing actions contained within our corporate or divisional improvement plans, which further supports the RSH C1 judgement that we are aware of areas of concern and have plans in place to address issues.

This action plan will be published online and shared with our Tenant Voice Panel to ensure that the tenant voice influences our action plans.

- 4.3.2 The second phase of the survey is currently in progress and results are anticipated by the early New Year. Once collated a full and detailed analysis will take place to enable the submission of results to the RSH. This final report will be shared with Board and presented to BMBC Cabinet.

5. Customer Voice/Impact

- 5.1 This survey provides independent, essential, and statistically valid feedback from 585 tenants, and results have been weighted to offer a representative view.

This feedback is being used to inform organisational service improvements, ensure our strategic priorities reflect what is important to customers and ensures BMBC can fulfil its regulatory obligations to report results.

Customers will influence the development of the action plan via a separate TSM meeting to be arranged for December 2024.

6. Risk and Risk Appetite

The completion of the TSM survey eliminates the risk of being unable to submit the TSM results to the Regulator by the required 2025 deadline.

The key risks and corresponding actions highlighted within this survey are:

- **Satisfaction with the repairs service.** We must continue to address delays, reduce the backlog and improve communications.
- **Satisfaction with our approach to ASB and positive contribution to Neighbourhoods.** Now we have relocated the Neighborhood Teams we must focus on continuing to embed the service structure and culture to ensure consistency and quality of approach. As responding to serious ASB is retained by Barnsley Council we will continue work pro-actively with the Council's Safer Neighbourhoods Service on improving this measure.
- **Home is safe.** Despite our positive and exceptional approach to tenant safety it is disappointing that this is a reducing result. We need to extend our communications on our approach to tenant safety and run some consultation to understand in more depth what influences our tenants feeling safe in their home.
- **Satisfaction with being kept informed.** We must continue to improve communications across the whole service area but in particular for repairs and ASB management.
- **Satisfaction with online services.** We must continue to develop our online service offer.

Risk areas with limited mitigation:

- **Satisfaction with communal areas.** This is a high risk area as we have a limited budget to improve communal spaces.
- **Satisfaction with contribution to the neighbourhood** – This is a high risk area as we have limited resources to invest in environmental improvements.
- **Satisfaction with online services.** This is a high risk area as we have not yet finalised the online repair offer and in the summer 2025 we will no longer have access to the repairs app as the provider is ending the product.

- **Satisfaction with treating fairly** – Whilst satisfaction hasn't dipped in this area, we have limited resources to invest in NEC development to extend our knowledge and understanding of customers to bespoke services. We are working with BMBC to develop a CRM which should enhance our ability to understand our customers more, however we need to ensure that NEC is developed to its capacity and integrates with the CRM.

Progress against the actions reduces these risks, however, there is a risk that stretched resources and operational pressures will reduce our ability to progress actions. It should be noted that most of the actions arising are already contained within our strategic or operational improvement plans.

All risks will be included in our risk registers and progress monitored.

7. Strategic Alignment

- 7.1 Gathering views through this survey aligns to Barnsley 2030 by ensuring that we hear customers' views about the services we deliver on behalf of the Council, their perception of their home and estate including how safe they feel, and how they use the services we offer. It gives insight into the improvements we need to make or how well we're delivering against our strategic priorities.

It is re-assuring that the feedback and actions arising align with our existing strategic or operational improvement plans, further supporting the C1 Regulatory Judgement that we are aware of our areas for improvement.

8. Data Privacy

The completion of the TSM survey involves the processing of personal data using a third party processor. A full DPIA was undertaken in 2022, approved, and action taken to minimise risks. The DPIA was reviewed to ensure this is still accurate and reflects the processing carried out.

9. Consumer Regulatory Standards

- 9.1 The completion of the TSM survey meets the requirements for the Influence, Transparency and Accountability Standard.
- 9.2 Actions arising from this survey will improve compliance across all Consumer Standards.

10. Other Statutory/Regulatory Compliance

Not relevant to this report.

11. Financial

- 11.1 There are no direct financial implications as a result of this report. There may be financial implications as a result of actions contained within the current and updated improvement plan and these will be considered separately.

12. Human Resources and Equality, Diversity & Inclusion

12.1 There are no Human Resource implications as a result of this report.

12.2 Results from the TSM Mid Year Survey has not produced any analysis by diversity strand. This will be contained within the year end report.

13. Sustainability Implications

13.1 The TSM survey gives useful insight into tenant satisfaction with the quality of the home. The results will be considered as we deliver and review our investment Strategy.

14. Associated Background Papers

15. Appendices

15.1 Appendix 1 - 2024 Mid-year TSM report

15.2 Appendix 2 - 2024 Draft TSM Action Plan

16. Glossary

None



TSM Survey 2024/25

Mid-year results

for:



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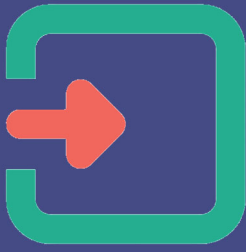
(t) 0844 272 6004

(w) www.arp-research.co.uk



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Introduction

Background

This report summarises the **mid-year** results of Berneslai Homes' 2024/25 TSM tenant satisfaction survey, delivered by ARP Research. This is the second year of The Regulator of Social Housing's tenant satisfaction measures (TSMs) that all social landlords are required to report annually. Berneslai Homes annual TSM is collected over the course of two fieldwork periods, the first in early summer and the second in winter.

About the survey

This phase of survey was carried out between May and June 2024. A computer-generated randomly selected 1,750 households were invited to take part in the survey.

The first part of the survey involved email invitations and reminders to every selected household with a valid email address, with a paper questionnaire sent in the post to the remainder. This was followed by invitations and reminder by text message to every member of the sample with a mobile number that had not already taken part. Finally, a full reminder was sent by post to every household that had not already taken part via any method. The survey was incentivised with a free prize draw.

Overall, 5,85 tenant households took part in this first phase of the survey, which represented a response rate of 33% (error margin +/- 4%). The data was weighted by interlaced age group, property type and ethnic background to ensure that the survey was representative of the tenant population as a whole.

Understanding the results

The results been compared against the full 2023/24 TSM survey, including tests to check if any of the changes are *statistically significant*. This tells us that we can be confident that the differences are real and not likely to be down to natural variation or chance.

The findings have also been benchmarked against Berneslai Homes' peer group within Housemark's TSM database of similar local authorities and ALMOs.

Figures are given as percentages, which may not always add up to 100% because of rounding.



Executive summary

Housemark

Bench
mark

2023/24
result

Change
over time

2024/25
mid-year



Tenant Satisfaction Measures

66%	77%	↓	73%	TP01	satisfaction overall
69%	75%	↓	73%	TP02	repairs service in last 12 months
65%	76%	↓	67%	TP03	time taken to complete last repair
66%	74%	↓	70%	TP04	home is well maintained
74%	75%	↓	71%	TP05	home is safe
56%	60%	↑	61%	TP06	listens to views and acts on them
66%	64%	↓	61%	TP07	being kept informed
76%	77%	↔	77%	TP08	treated fairly and with respect
29%	43%	↑	46%	TP09	approach to handling complaints
64%	66%	↓	52%	TP10	communal areas clean and maintained
58%	60%	↓	53%	TP11	makes a positive contribution to area
54%	48%	↓	46%	TP12	approach to handling ASB

statistically significant improvement

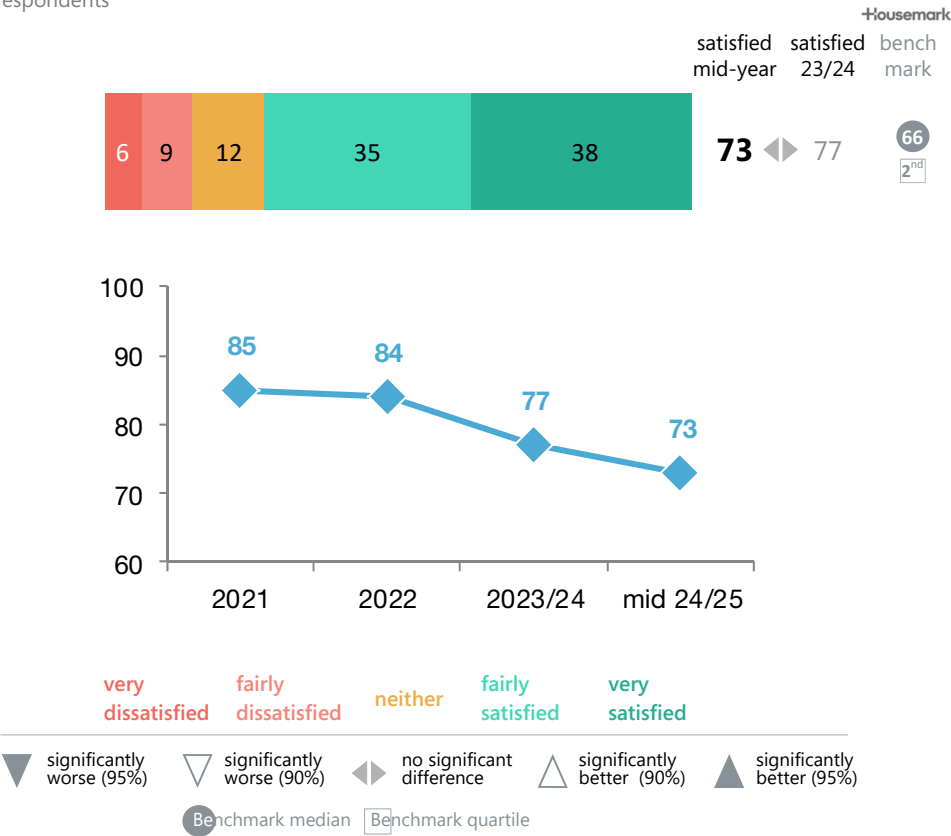
 no statistically significant change
 statistically significant decline

73%



Overall satisfaction

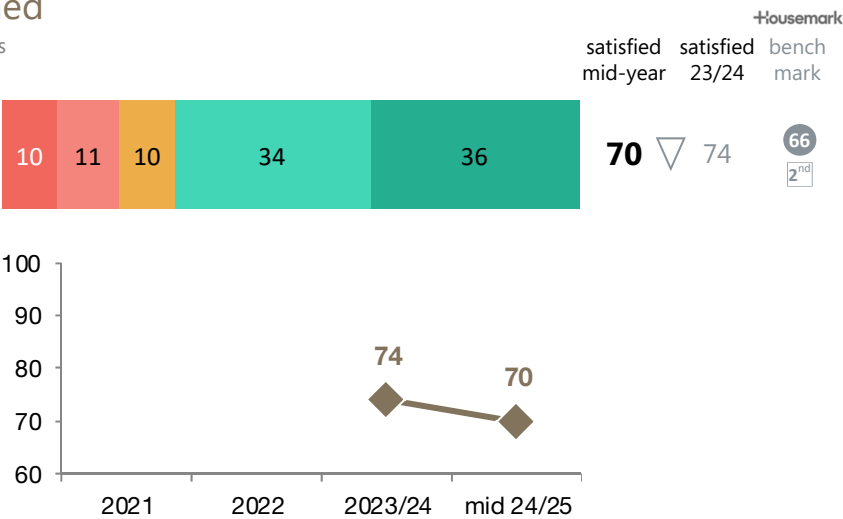
% Base 576 | Excludes non respondents



The home

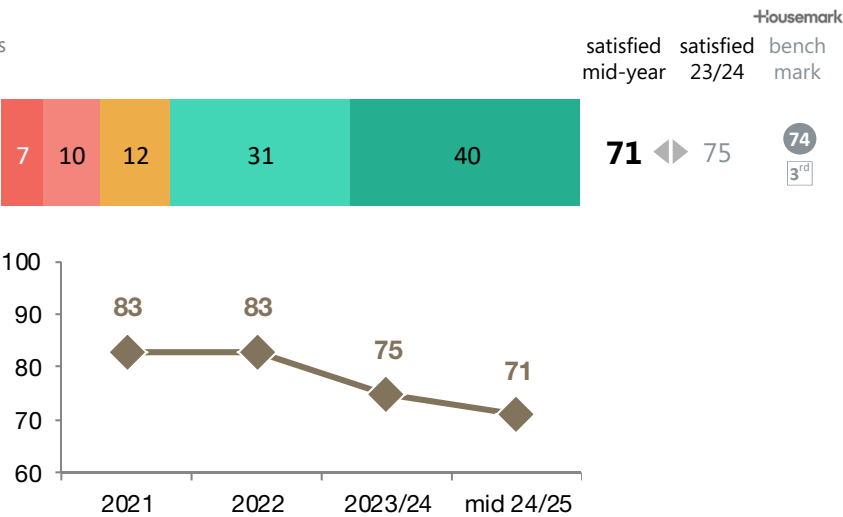
Home is well maintained

% Base 583 | Excludes non respondents



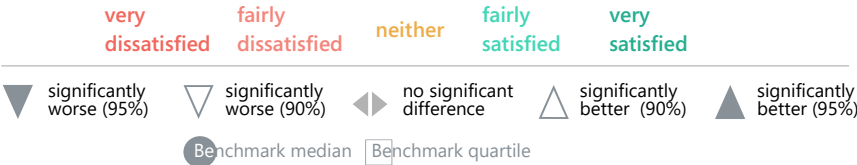
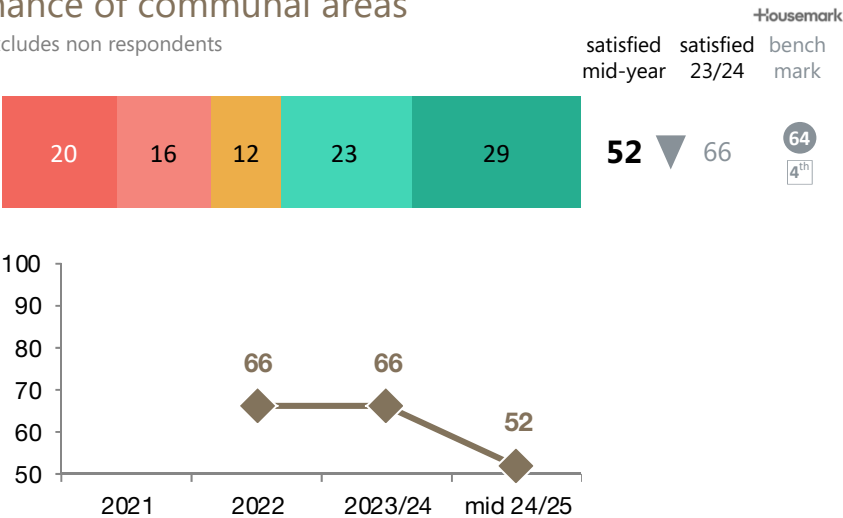
Home is safe

% Base 580 | Excludes non respondents



Cleanliness & maintenance of communal areas

% Base 131 | Have communal areas. Excludes non respondents

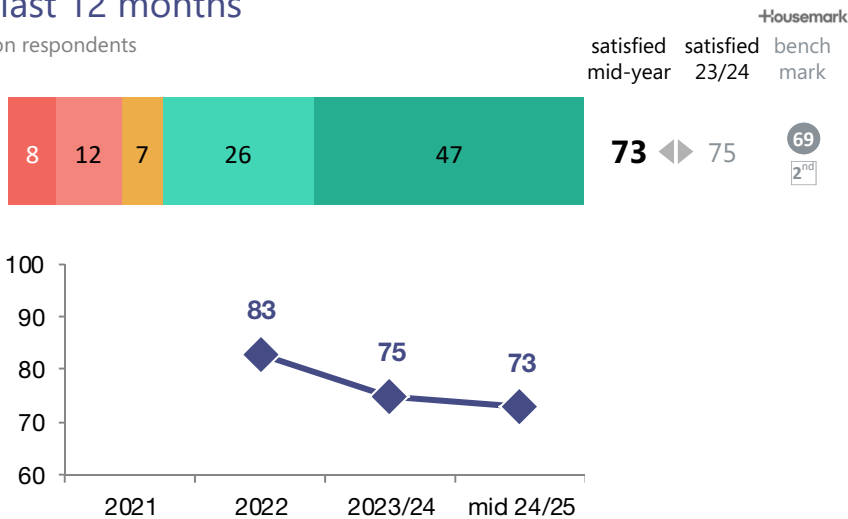




Repairs service

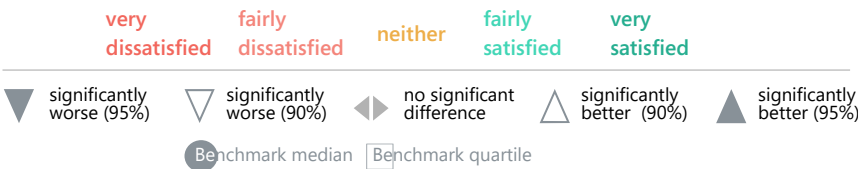
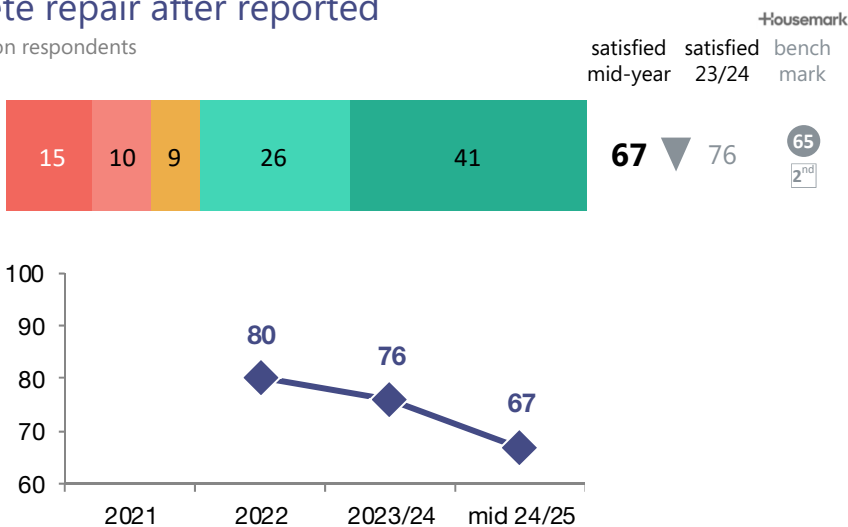
Repairs service in the last 12 months

% Base 434 | Had a repair. Excludes non respondents



Time taken to complete repair after reported

% Base 436 | Had a repair. Excludes non respondents

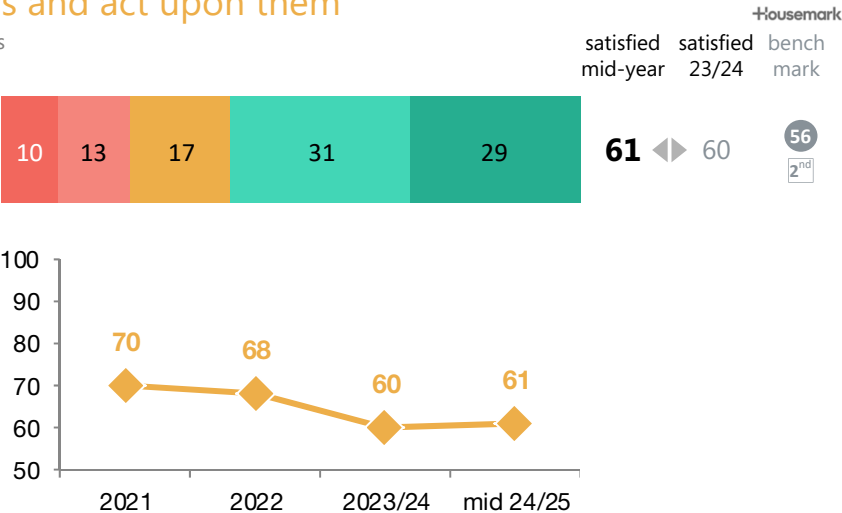




Communication

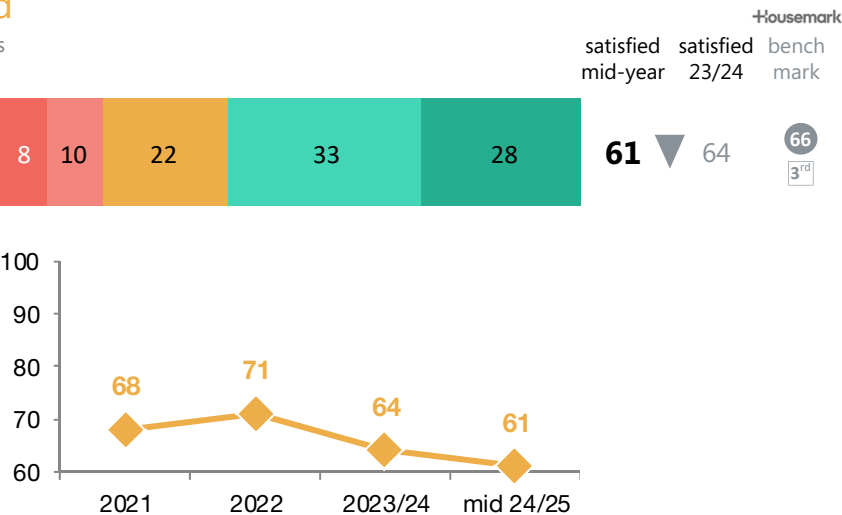
We listen to your views and act upon them

% Base 569 | Excludes non respondents



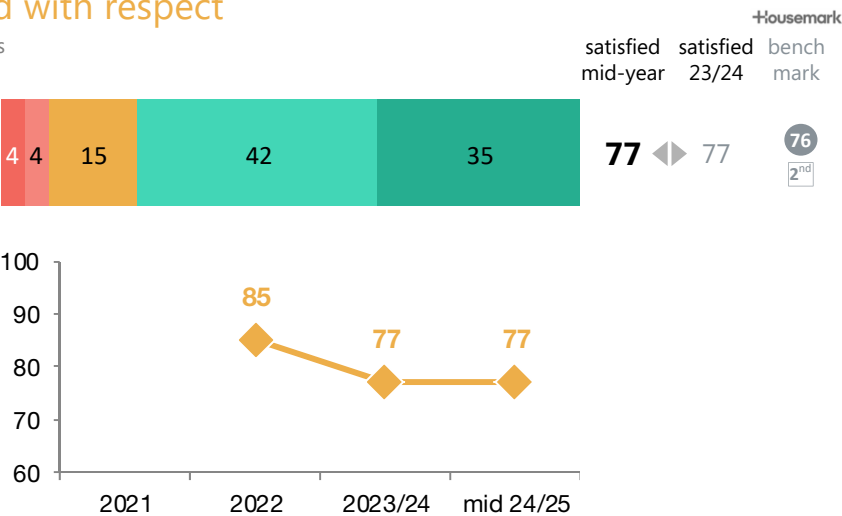
Keep tenants informed

% Base 571 | Excludes non respondents



Treat tenants fairly and with respect

% Base 574 | Excludes non respondents



very dissatisfied/strongly disagree fairly dissatisfied/disagree neither fairly satisfied/agree very satisfied/strongly agree

significantly worse (95%) significantly worse (90%) no significant difference significantly better (90%) significantly better (95%)

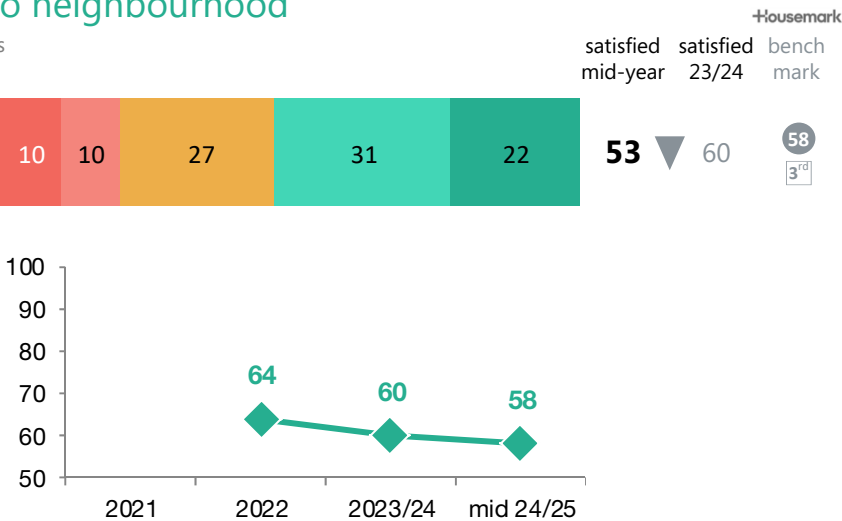
Benchmark median Benchmark quartile



Neighbourhood

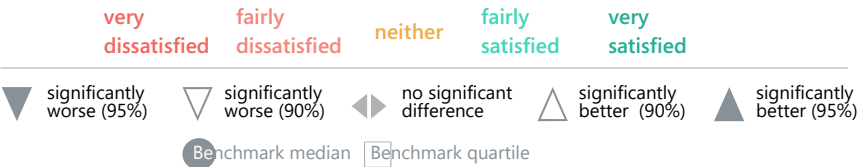
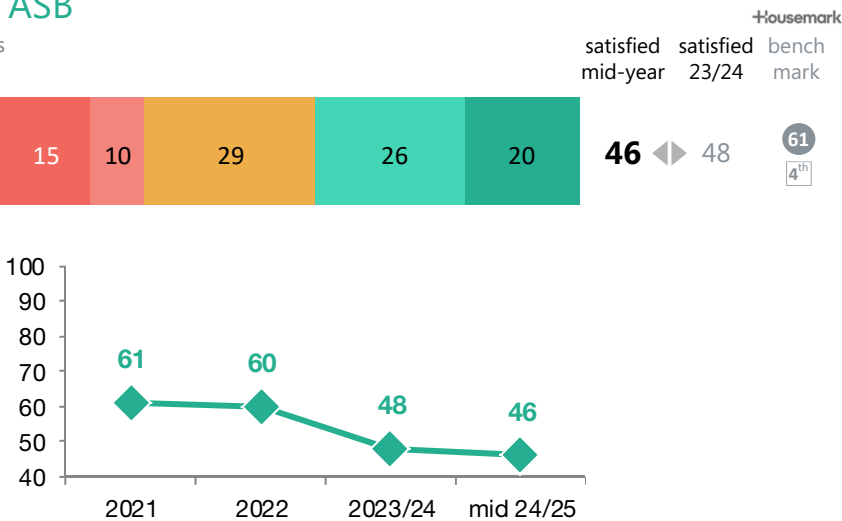
Positive contribution to neighbourhood

% Base 536 | Excludes non respondents



Approach to handling ASB

% Base 478 | Excludes non respondents

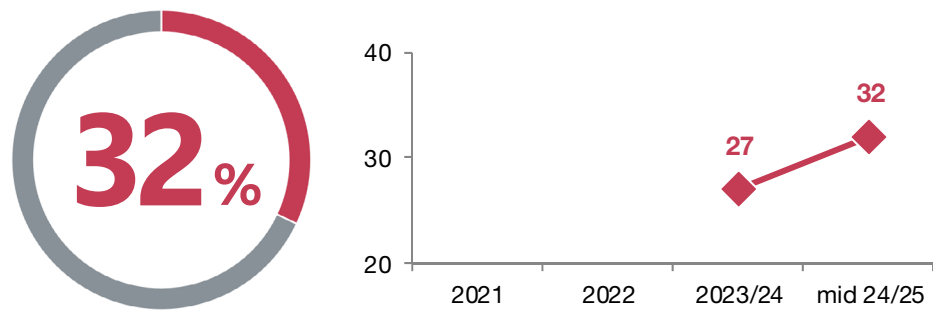




Complaints

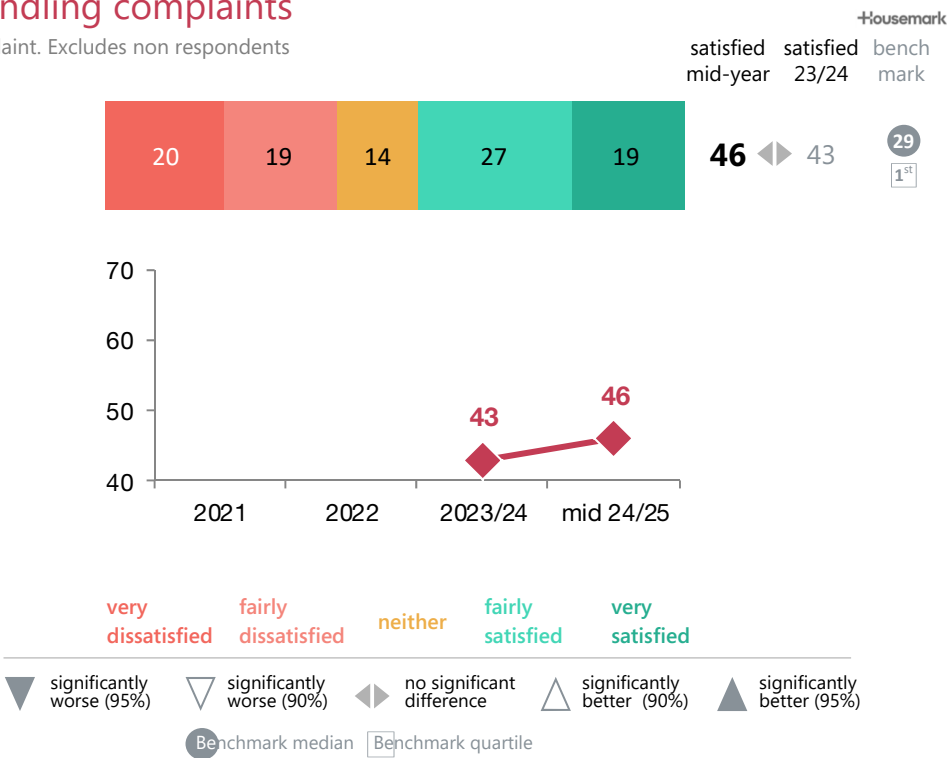
Made a complaint?

% Base 585



Approach to handling complaints

% Base 186 | Made a complaint. Excludes non respondents

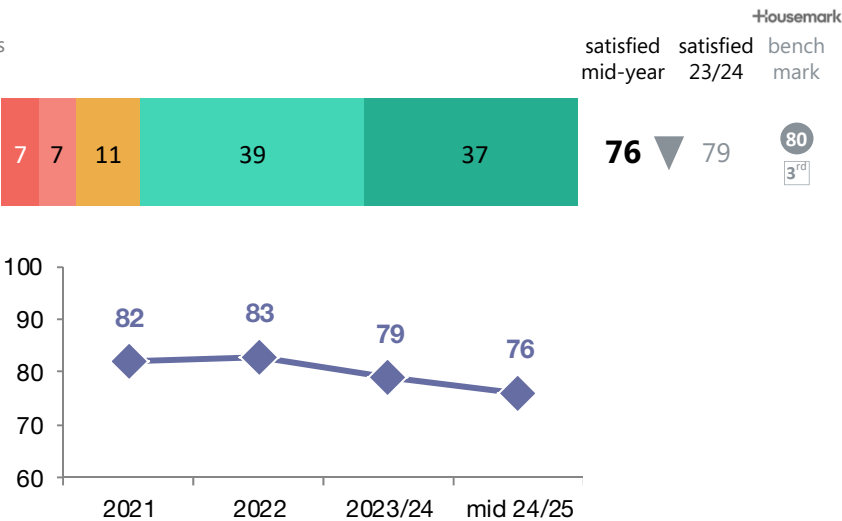




Customer service (non TSM)

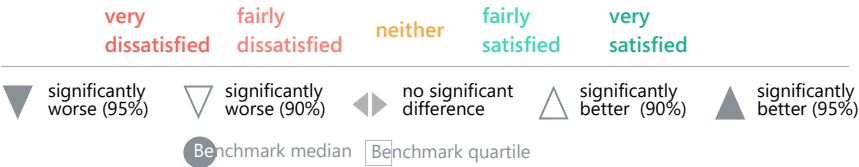
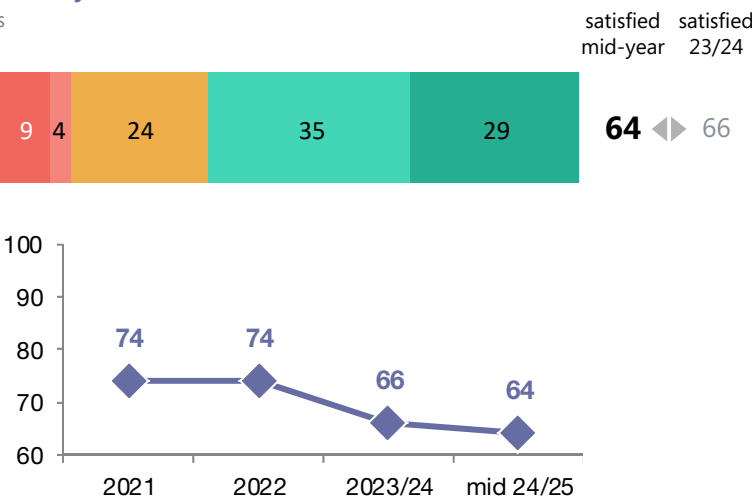
Easy to deal with

% Base 568 | Excludes non respondents



Online services provided by Berneslai Homes

% Base 440 | Excludes non respondents





Appendix - Data summary

Please note that throughout the report the quoted results typically refer to the '*valid*' column of the data summary if it appears.

The '*valid*' column contains data that has been rebased, normally because non-respondents were excluded and/or question routing applied.

Weighting has been applied to this data to ensure that it is representative of the entire population .

Appendix - Data summary

Weight by age , property & ethnic background

Count % raw % valid % +ve

Q1 Taking everything into account, how satisfied or dissatisfied are you with the service provided by Berneslai Homes?

Base: 585

1:	Very satisfied	216	37.0	37.5	73.0
2:	Fairly satisfied	204	34.9	35.4	
3:	Neither satisfied nor dissatisfied	70	12.0	12.2	
4:	Fairly dissatisfied	50	8.5	8.6	
5:	Very dissatisfied	36	6.1	6.2	
	N/R	9	1.5		

Q2 How satisfied or dissatisfied are you that Berneslai Homes provides a home that is well maintained?

Base: 585

6:	Very satisfied	210	35.8	35.9	69.8
7:	Fairly satisfied	198	33.9	34.0	
8:	Neither satisfied nor dissatisfied	58	9.8	9.8	
9:	Fairly dissatisfied	62	10.7	10.7	
10:	Very dissatisfied	56	9.6	9.6	
	N/R	1	0.2		

Q3 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Berneslai Homes provides a home that is safe?

Base: 585

11:	Very satisfied	231	39.5	39.9	70.7
12:	Fairly satisfied	179	30.6	30.8	
13:	Neither satisfied nor dissatisfied	71	12.2	12.3	
14:	Fairly dissatisfied	57	9.7	9.8	
15:	Very dissatisfied	42	7.1	7.2	
16:	Not applicable/ don't know	2	0.3		
	N/R	3	0.6		

Q4 How satisfied or dissatisfied are you that Berneslai Homes listens to your views and acts upon them?

Base: 585

17:	Very satisfied	167	28.5	29.3	60.5
18:	Fairly satisfied	177	30.3	31.2	
19:	Neither satisfied nor dissatisfied	99	16.9	17.4	
20:	Fairly dissatisfied	71	12.1	12.4	
21:	Very dissatisfied	55	9.4	9.7	
22:	Not applicable/ don't know	13	2.2		
	N/R	4	0.7		

Q5 How satisfied or dissatisfied are you that Berneslai Homes keeps you informed about things that matter to you?

Base: 585

23:	Very satisfied	157	26.8	27.4	60.5
24:	Fairly satisfied	190	32.4	33.1	
25:	Neither satisfied nor dissatisfied	123	21.0	21.5	
26:	Fairly dissatisfied	57	9.8	10.0	
27:	Very dissatisfied	45	7.7	7.9	
28:	Not applicable/ don't know	8	1.3		
	N/R	6	1.0		

Q6 To what extent do you agree or disagree with the following "Berneslai Homes treats me fairly and with respect"?

Base: 585

29:	Strongly agree	201	34.3	34.9	76.4
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Appendix - Data summary

Weight by age , property & ethnic background				
	Count	% raw	% valid	% +ve
30: Agree	238	40.7	41.5	
31: Neither agree nor disagree	87	14.9	15.2	
32: Disagree	24	4.1	4.2	
33: Strongly disagree	24	4.2	4.2	
34: Not applicable/ don't know	4	0.6		
N/R	7	1.2		
Q7 Have you made a complaint to Berneslai Homes in the last 12 months? Base: 585				
35: Yes	185	31.7	32.5	
36: No	385	65.8	67.5	
N/R	15	2.5		
Q8 How satisfied or dissatisfied are you with Berneslai Homes' approach to complaints handling? Base: 185				
37: Very satisfied	36	6.1	19.3	46.2
38: Fairly satisfied	50	8.5	26.9	
39: Neither satisfied nor dissatisfied	26	4.4	13.9	
40: Fairly dissatisfied	36	6.1	19.4	
41: Very dissatisfied	38	6.5	20.6	
N/R	401	68.5		
Q9a That Berneslai Homes is easy to deal with Base: 585				
42: Very satisfied	209	35.7	36.8	75.9
43: Fairly satisfied	222	38.0	39.2	
44: Neither	63	10.7	11.1	
45: Fairly dissatisfied	37	6.3	6.5	
46: Very dissatisfied	37	6.3	6.5	
47: No opinion	4	0.6		
N/R	14	2.4		
Q9b The online services provided by Berneslai Homes Base: 585				
48: Very satisfied	128	21.8	29.1	64.2
49: Fairly satisfied	154	26.3	35.1	
50: Neither	104	17.7	23.6	
51: Fairly dissatisfied	16	2.7	3.6	
52: Very dissatisfied	38	6.4	8.5	
53: No opinion	81	13.8		
N/R	65	11.1		
Q10 Has Berneslai Homes carried out a repair to your home in the last 12 months? Base: 585				
54: Yes	437	74.7	76.1	
55: No	137	23.4	23.9	
N/R	11	1.8		
Q11 How satisfied or dissatisfied are you with the overall repairs service from Berneslai Homes over the last 12 months? Base: 437				
56: Very satisfied	203	34.8	46.8	73.1
57: Fairly satisfied	114	19.5	26.3	
58: Neither satisfied nor dissatisfied	31	5.3	7.2	

Appendix - Data summary

Weight by age , property & ethnic background				
	Count	% raw	% valid	% +ve
59: Fairly dissatisfied	50	8.5	11.5	
60: Very dissatisfied	36	6.2	8.3	
N/R	150	25.7		
Q12 How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?				
Base: 437				
61: Very satisfied	177	30.2	40.5	66.5
62: Fairly satisfied	113	19.4	25.9	
63: Neither satisfied nor dissatisfied	38	6.5	8.8	
64: Fairly dissatisfied	44	7.5	10.0	
65: Very dissatisfied	64	11.0	14.7	
N/R	149	25.4		
Q13 Do you live in a building with communal areas, either inside or outside, that Berneslai Homes is responsible for maintaining?				
Base: 585				
66: Yes	131	22.3	22.9	
67: No	381	65.2	66.8	
68: Don't know	59	10.1	10.3	
N/R	14	2.4		
Q14 How satisfied or dissatisfied are you that Berneslai Homes keeps these communal areas clean and well maintained?				
Base: 131				
69: Very satisfied	38	6.5	28.9	51.8
70: Fairly satisfied	30	5.1	22.8	
71: Neither satisfied nor dissatisfied	16	2.8	12.3	
72: Fairly dissatisfied	21	3.6	16.2	
73: Very dissatisfied	26	4.4	19.7	
N/R	454	77.7		
Q15 How satisfied or dissatisfied are you that Berneslai Homes makes a positive contribution to your neighbourhood?				
Base: 585				
74: Very satisfied	119	20.3	22.2	52.8
75: Fairly satisfied	164	28.0	30.6	
76: Neither satisfied nor dissatisfied	142	24.2	26.5	
77: Fairly dissatisfied	56	9.5	10.4	
78: Very dissatisfied	56	9.5	10.4	
79: Not applicable/ don't know	41	7.0		
N/R	9	1.5		
Q16 How satisfied or dissatisfied are you with Berneslai Homes' approach to handling anti-social behaviour?				
Base: 585				
80: Very satisfied	94	16.1	19.7	45.8
81: Fairly satisfied	125	21.3	26.1	
82: Neither satisfied nor dissatisfied	140	23.9	29.3	
83: Fairly dissatisfied	46	7.8	9.6	
84: Very dissatisfied	73	12.5	15.3	
85: Not applicable/ don't know	100	17.0		
N/R	8	1.4		

Appendix - Data summary

Weight by age , property & ethnic background

Count	% raw	% valid	% +ve
-------	-------	---------	-------

Q17 Are you or any household member's day to day activities limited due to a physical or mental health condition or illness which has lasted, or is expected to last, at least 12 months?

Base: 585

86: Yes - limited a lot	219	37.4	38.4
87: Yes - limited a little	155	26.5	27.1
88: No	197	33.7	34.5
N/R	14	2.4	

R17 Disability - simple

Base: 585

89: Yes	374	63.9	65.5
90: No	197	33.7	34.5
N/R	14	2.4	

Q18 Please tell us about the health condition(s) or illnesses, you or a member of your household have:

Base: 374

91: Hearing impairment	69	11.8	10.3
92: Speech impairment	9	1.5	1.3
93: Mental health issues	187	32.0	27.8
94: Visual impairment	44	7.5	6.5
95: Mobility impairment	225	38.5	33.5
96: Learning difficulties	53	9.1	7.9
97: Other	68	11.6	10.1
98: Prefer not to say	17	2.9	2.5
N/R	216	36.9	1.3

Q19 Are you happy for your identity and your contact details to be used to be entered into the free prize? It will be Berneslai Homes that will contact you if you are a winner.

Base: 585

99: Yes	504	86.2	88.4
100: No	66	11.3	11.6
N/R	15	2.6	

Q20 Your answers are currently confidential. It may be useful for your name to be attached to your responses and passed to Berneslai Homes. Would that be ok?

Base: 585

101: Yes: I agree for my name and contact details to be linked to	417	71.3	73.9
102: No: I wish to remain anonymous	147	25.1	26.1
N/R	21	3.6	

Q21 Are you happy for Berneslai Homes to contact you about your feedback, if Berneslai Homes wish to do so?

Base: 417

103: Yes	370	63.2	89.2
104: No	45	7.7	10.8
N/R	170	29.1	0.5

D101 Area

Base: 585

105: N1 - North East Area Neighbourhood Team	169	28.9	28.9
106: N2 - South Area Neighbourhood Team	116	19.8	19.8
107: N3 - Central Area Neighbourhood Team	158	27.0	27.0
108: N4 - North Area Neighbourhood Team	142	24.3	24.3

Appendix - Data summary

	Weight by age , property & ethnic background		
	Count	% raw	% valid % +ve
N/R	0	0.0	
D102 Ward	Base: 585		
109: Aldham House	10	1.7	1.7
110: Ardsley	5	0.9	0.9
111: Athersley North	24	4.1	4.1
112: Athersley South	15	2.6	2.6
113: Barugh Green	4	0.7	0.7
114: Bellbrooke	4	0.7	0.7
115: Billingley	0	0.0	0.0
116: Birdwell	9	1.5	1.5
117: Birkwood	4	0.7	0.7
118: Blacker Hill	1	0.2	0.2
119: Bolton On Dearne	11	1.9	1.9
120: Brierley General	5	0.9	0.9
121: Broadway	3	0.5	0.5
122: Burton Grange	14	2.4	2.4
123: Carlecotes	0	0.0	0.0
124: Carlton	3	0.5	0.5
125: Cawthorne	2	0.3	0.3
126: Cloughfields	5	0.9	0.9
127: Copeland Road	12	2.1	2.0
128: Cover Drive/Norville	2	0.3	0.3
129: Crane Moor	3	0.5	0.5
130: Crowedge	0	0.0	0.0
131: Crown	5	0.9	0.9
132: Cubley	1	0.2	0.2
133: Cudworth General	6	1.0	1.0
134: Cundy Cross	2	0.3	0.3
135: Darton	9	1.5	1.5
136: Dodworth	7	1.2	1.2
137: Dunford Bridge	0	0.0	0.0
138: Elsecar	10	1.7	1.7
139: Firth Avenue	0	0.0	0.0
140: Gawber (Darton West Ward)	2	0.3	0.3
141: Gawber (Old Town Ward)	2	0.3	0.3
142: Gawber(Dodworth Ward)	0	0.0	0.0
143: Gilroyd	13	2.2	2.2
144: Goldthorpe	0	0.0	0.0
145: Goldthorpe (Dearne North Ward)	3	0.5	0.5
146: Goldthorpe (Dearne South Ward)	17	2.9	2.9
147: Great Houghton	1	0.2	0.2
148: Green View	0	0.0	0.0
149: Grimethorpe General	7	1.2	1.2
150: Hemmingfield	5	0.9	0.9
151: High Hoyland	0	0.0	0.0
152: Higham	0	0.0	0.0
153: Highgate	1	0.2	0.2
154: Honeywell	10	1.7	1.7
155: Honeywell(Central Ward)	0	0.0	0.0
156: Hood Green	0	0.0	0.0
157: Hoyland Central (Milton Ward)	4	0.7	0.7
158: Hoyland Central (Rockingham Ward)	0	0.0	0.0
159: Hoyland Common	10	1.7	1.7
160: Hoyland St Peter'S(Milton Ward)	1	0.2	0.2
161: Hoyland St Peter'S(Rockingham Ward)	6	1.0	1.0
162: Hoylandswaine	0	0.0	0.0

Appendix - Data summary

	Weight by age , property & ethnic background		
	Count	% raw	% valid % +ve
163: Ingbirchworth	0	0.0	0.0
164: Jump	6	1.0	1.0
165: Jump Farm	2	0.3	0.3
166: Kendray	42	7.2	7.1
167: Kexborough	6	1.0	1.0
168: Kings Road	12	2.1	2.0
169: Kingstone	4	0.7	0.7
170: Little Houghton	2	0.3	0.3
171: Lundwood	3	0.5	0.5
172: Manor Crescent	0	0.0	0.0
173: Manor View And Bleak	0	0.0	0.0
174: Mapplewell	3	0.5	0.5
175: Marran Avenue	2	0.3	0.3
176: Milefield	1	0.2	0.2
177: Millhouse	4	0.7	0.7
178: Monk Bretton	0	0.0	0.0
179: Monk Bretton (Cudworth Ward)	2	0.3	0.3
180: Monk Bretton (Monk Bretton Ward)	13	2.2	2.2
181: Morrison Road	5	0.9	0.9
182: New Lodge	9	1.5	1.5
183: Newlands	2	0.3	0.3
184: Newtown	3	0.5	0.5
185: North Street	3	0.5	0.5
186: Overdale	5	0.9	0.9
187: Oxspring	4	0.7	0.7
188: Park And Beech	1	0.2	0.2
189: Park-Brierley	0	0.0	0.0
190: Park-Grimethorpe	3	0.5	0.5
191: Penistone	14	2.4	2.4
192: Pilley/Tankersley/Wortley	3	0.5	0.5
193: Platts Common	3	0.5	0.5
194: Redbrook	3	0.5	0.5
195: Regina	1	0.2	0.2
196: Rosetree	7	1.2	1.2
197: Royston	29	5.0	4.9
198: Shafton General	3	0.5	0.5
199: Silkstone	4	0.7	0.7
200: Silkstone Common	1	0.2	0.2
201: Smithies (Monk Bretton Ward)	2	0.3	0.3
202: Smithies (Old Town Ward)	0	0.0	0.0
203: Smithies (St. Helens Ward)	0	0.0	0.0
204: Staincross	8	1.4	1.4
205: Thurgoland	2	0.3	0.3
206: Thurlstone	4	0.7	0.7
207: Thurnscoe	21	3.6	3.6
208: Town	0	0.0	0.0
209: Town (Central Ward)	13	2.2	2.2
210: Town (Kingstone Ward)	12	2.1	2.0
211: Town (Old Town Ward)	3	0.5	0.5
212: Upperwood	4	0.7	0.7
213: Ward Green	5	0.9	0.9
214: Wilson Street	5	0.9	0.9
215: Wilthorpe	2	0.3	0.3
216: Worsborough Bridge	17	2.9	2.9
217: Worsborough Common	10	1.7	1.7
218: Worsborough Dale	17	2.9	2.9

Appendix - Data summary

Weight by age , property & ethnic background				
	Count	% raw	% valid	% +ve
N/R	0	0.0		
D103 Property type	Base: 585			
219: Bedsit	1	0.2	0.2	
220: Bungalow	153	26.2	26.2	
221: Flat	95	16.2	16.2	
222: House	336	57.4	57.4	
N/R	0	0.0		
D104 Length of tenancy	Base: 585			
223: Under 1 year	39	6.7	6.7	
224: 1 - 2 years	61	10.4	10.4	
225: 3 - 5 years	96	16.4	16.4	
226: 6 - 10 years	128	21.9	21.9	
227: 11 - 20 years	127	21.7	21.7	
228: 21 years and over	133	22.7	22.8	
N/R	1	0.2		
D105 Repairs contractor	Base: 585			
229: In House	402	68.7	68.7	
230: Wates	183	31.3	31.3	
N/R	0	0.0		
D106 Pay a service charge	Base: 585			
231: Yes	62	10.6	10.6	
232: No	523	89.4	89.4	
N/R	0	0.0		
D107 Main Tenant Age group	Base: 585			
233: 16 - 24 years	12	2.1	2.1	
234: 25 - 34 years	66	11.3	11.4	
235: 35 - 44 years	94	16.1	16.2	
236: 45 - 54 years	94	16.1	16.2	
237: 55 - 64 years	114	19.5	19.7	
238: 65 - 74 years	100	17.1	17.3	
239: 75 - 84 years	73	12.5	12.6	
240: 85 years and over	26	4.4	4.5	
N/R	5	0.9		
D108 Main Tenant Age group [summary]	Base: 585			
241: 18-34	78	13.3	13.5	
242: 35-49	140	23.9	24.2	
243: 50-64	162	27.7	28.0	
244: 65+	199	34.0	34.4	
N/R	5	0.9		
D109 Ethnic background	Base: 585			
245: White British	506	86.5	93.5	
246: Racially and ethnically diverse	35	6.0	6.5	
N/R	44	7.5		



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Tenant Satisfaction Measures Survey2024 – Improvement Action Plan

Appendix 2 Updated November 2024

This action plan has been developed following the review of feedback provided by tenants in our 2024 mid year TSM survey. This table lists any actions agreed as a result of previous TSM surveys

We will share updates on progress with these actions on our website and with our Tenant Voice Panel.

Action	TSM Measure this action influences to	Is this a new or ongoing action	Who	Target Completion date	Status comments	Status
Stock Data Quality Programme To continue with ongoing programmes of Stock Condition and Energy Performance Certificates. This ensures BH is informed and intelligence is being used for future investment planning purposes. VFM perspective “investment in the right homes at the right time”	<ul style="list-style-type: none"> Satisfaction with the quality of the home 	Ongoing	Head of AM / Assets Data Analyst	Ongoing programme	Stock condition surveys and EPCs progressing and data being used to inform future capital improvement programmes.	Ongoing
In the light of limited budget availability review opportunities for HRA investment in an Environmental Improvement programme. Options paper to EMT.	<ul style="list-style-type: none"> Satisfaction with neighbourhoods Satisfaction with contribution made by landlord 	Ongoing	Head of AM / Assets & Sustainability Manager	April 2025	To commence	To commence

Tenant Satisfaction Measures Survey2024 – Improvement Action Plan

Action	TSM Measure this action influences to	Is this a new or ongoing action	Who	Target Date	Status Comments	Status
Building safety Continued development of C365 Software to improve Building Safety to ensure customers feel safe in their homes	<ul style="list-style-type: none"> Satisfaction with safety and security 	Ongoing	Head of Repairs, Maintenance and Building Safety	Throughout 25/26	Progressing	Ongoing
Complaint Resolution Review temporary resources within the Customer Services Team to ensure we deliver an effective complaint service	<ul style="list-style-type: none"> Satisfaction with handling of complaints 	Ongoing	Head of Customer Services	Jan 2025	To be considered as part of Budget Setting process for 2025/26	Commenced but budget
Complaint Resolution Engage with Tenant Scrutiny Panel to review complaint handling transactional survey feedback	<ul style="list-style-type: none"> Satisfaction with handling of complaints 	Ongoing	Customer Services Manager	To commence 25/26	To commence	To Commence
Repairs service Continue with plan to clear the backlog of repairs and continue to improve the frequency, clarity and content of communication regarding planned works improve communication	<ul style="list-style-type: none"> Satisfaction with the repairs and maintenance service 	Ongoing	Head of Repairs, Maintenance and Building Safety	Ongoing	Position report prepared for board. Numbers and forecast being validated for completions and sum of carry over to FY25/26. Focussed management of delivery partners to expedite within resource and budget limitations	Ongoing
Continue to monitor the impact of the revised approach/policy for Damp Mould and Condensation by continuing the task & finish group (with tenant reps) with regular governance updates.	<ul style="list-style-type: none"> Satisfaction with the quality of the home 	Ongoing	Head of Repairs, Maintenance and Building Safety	Ongoing	Task group meeting regularly. Team established and vacancies recruited. Response to Awaab's Law in development.	Ongoing

Tenant Satisfaction Measures Survey2024 – Improvement Action Plan

Action	TSM Measure this action influences to	Is this a new or ongoing action	Who	Target Date	Status Comments	Status
Develop stronger working relations within Property Services Now relocation has completed	<ul style="list-style-type: none"> Satisfaction with repairs and maintenance service 	Ongoing	Head of Repairs, Maintenance and Building Safety & Head of Operations	Throughout 25/26	Positive progress since relocation completed.	Commenced
Implementation of repairs online To go live with the functionality that enables customers to report & track repairs in real time	<ul style="list-style-type: none"> Satisfaction with repairs and maintenance service 	Ongoing	Head of Repairs, Maintenance and Building Safety	To be agreed	Progress is dependent on budget availability	Commenced but budget & resource dependent
Increase transactional service feedback Implement revised survey methodology via Voicescape	<ul style="list-style-type: none"> Satisfaction that we listen to and act on views Satisfaction with opportunities to make views known 	Ongoing	Head of Customer Services	Throughout 25/26	April 2025	Commenced
Provide wider range of opportunities for tenants to influence Launch the Insight and Engagement Strategy Provide Quarterly updates to Committee and BMBC on impact of tenant voice	<ul style="list-style-type: none"> Satisfaction that we listen to and act on views Satisfaction with opportunities to make views known 	Ongoing	Community Engagement Manager	April 2025 launch and then ongoing	Strategy and approach developed subject to BH and BMBC approval (Feb 25)	Commenced

Tenant Satisfaction Measures Survey2024 – Improvement Action Plan

Action	TSM Measure this action influences to	Is this a new or ongoing action	Who	Target Date	Status Comments	Status
Communal areas Develop a strategy to understand and manage customer expectations of standards in communal areas. Continue with spot checks Increase awareness of service charges.	<ul style="list-style-type: none"> Satisfaction with communal areas Satisfaction that we listen to and act on views 	Ongoing	Assistant Head of Estate Services /Community Buildings Manager/Community Engagement Team	Throughout 25/26	Budget limitations may affect the full delivery of this action	Commenced but budget dependent
Neighbourhood Impact Continue with the development of the Neighbourhood Service now the teams have co-located	<ul style="list-style-type: none"> Satisfaction with contribution to local area Satisfaction that we listen to and act on views Satisfaction with opportunities to make views known 	Ongoing	Assistant Head of Estate Services /Community Engagement Manager	Throughout 25/26	Co-location complete and working with team on a culture change programme	Commenced
ASB Management Review impact of revised ASB policy and procedures, including extending feedback from service users	<ul style="list-style-type: none"> Satisfaction with ASB handling 	Ongoing	Head of Estate Services and ASB Team Leader	Throughout 25/26	Survey reviewed and to go live April 25. Review of reporting and performance framework underway	Commenced
Website review Review and use customer feedback of the website to enhance the online experience and continue to meet with tenants to check and challenge web content.	<ul style="list-style-type: none"> Satisfaction with our online services Easy to Deal with 	Ongoing	Communications Manager	Ongoing,	Ongoing. Tenant feedback via task team meetings taking place. Check it Challengers reviewing new sections	Ongoing

Tenant Satisfaction Measures Survey2024 – Improvement Action Plan

Action	• TSM Measure this action influences to	Is this a new or ongoing action	Who	Target Date	Status Comments	Status
IT Service development Dependent on budget and resources, continue to develop NEC to its full capacity including online repair reporting and work with BMBC to explore and implement a CRM system	<ul style="list-style-type: none"> Satisfaction with our online services Easy to Deal with All TSMs 	Ongoing	Head of Governance and Strategy supported by SMT	Throughout 25/26	Development relies on budget and resources. Working with BMBC to map out CRM potential. Project lead funded by BMBC	Commenced But budget dependent
EDI Focus & Knowing our Customers Work with EDI Focus Group to improve delivery of our EDI Strategy and review delivery of Knowing our Customers in light of IT service developments	<ul style="list-style-type: none"> All TSMs Easy to Deal with 	Ongoing	Head of HR and OD & Head of Customer Services	Throughout 25/26	EDI Task team set up and first meeting held. Board Champion in place. Tenants on the EDI Task team	Commenced

Report Title	Quarterly Risk Update	Confidential	No
Report Author	Executive Director of Resources	Report Status	For Information
Report To	Board 5 th December 2024	Officer Contact Details	Claire Denson, Risk & Governance Manager clairedenson@berneslaihomes.co.uk Sam Roebuck, Head of Governance and Strategy samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 To receive the quarterly update on the Berneslai Homes' Risk Framework.</p> <p>1.2 Audit Committee considered a more detailed version of this report on 17 October 2024, including an update by the Head of HR and OD in relation to increased levels of sickness absence, following a deep dive into this at the previous meeting. The Committee noted that work is being carried out gathering feedback from employees in relation to Customer First training and employee surveys to help determine improvements being made to the strategy. This will be reported into the Remuneration Committee.</p> <p>1.3 It was noted at the Audit Committee that EMT have been discussing reputational risks in relation to social media. It was discussed that reputational risks come from all different areas, not just customers. The Executive Management Team will consider whether there should be a strategic risk regarding Reputation.</p> <p>The key points from the report are summarised below:</p> <p>1.4 There are currently 18 active strategic issues and concerns. The Summary of Issues and Concerns are attached (Appendix A). This report focuses on the Strategic Issues and Concerns Register, but the Board are also asked to note the Operational and Fraud issues and concerns registers, all available to view on the risk system. The following risks have been updated since the report to Audit Committee on 17 October 2024.</p> <ul style="list-style-type: none"> a) The risk related to the RSH Regulatory Inspection has been removed due to receiving the results of a C1. b) The risk related to Active Asset Management Stock was added as Berneslai Homes does not currently have an assets assessment framework for monitoring performance of the Council stock.
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	<p>1.5 The Contingent liabilities register captures and monitors risks which have the potential to generate significant (£100K+) financial liabilities for Berneslai Homes which are dependent upon future events. The most recent judgment means there are no liabilities on the register currently as the court awarded us our legal costs.</p> <p><u>Customer Voice/Impact:</u></p> <p>1.6 The aim of the review of risks is to scrutinise the internal risk management system and therefore customer views are not sought for this report. A number of risks and mitigations arising from reviewing our risks seek to enhance the customer voice.</p>
<p>2. Recommendations</p>	<p>It is recommended by Audit and Risk Committee that Board:</p> <ul style="list-style-type: none"> i. Review and comment on the risk activities for the quarter. ii. Note the details contained within the Strategic Risk Register and recommend any further risks for inclusion. iii. Review and comment on the action plans being monitored as part of this report.

3. Background

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

4. Current Position/Issues for Consideration

4.1 Strategic Issues and Concerns

- 4.1.1 There are currently 18 active strategic risks. The Summary of Risks is attached (Appendix A), with full details of mitigations available to view on the risk system. This report focuses on the Strategic Risk Register, but the Board are also asked to review and comment on the Operational and Fraud risks, all available to view on the [risk system](#). The following risks have been updated since the report to Audit Committee on 17 October.
- a) The risk related to the RSH Regulatory Inspection has been removed due to receiving the results of a C1.
 - b) The risk related to Active Asset Management Stock was added as Berneslai Homes does not currently have an assets assessment framework for monitoring performance of the Council stock. The key mitigation is the implementation of the new assets module on NEC due in March 2025.

- 4.1.2 The top 5 risks have remained unchanged:
- Mould, damp and condensation – this remains a critical response risk, and continues to grow more concerning, particularly during the colder months. Due to Awaab's Law, the regulatory environment will continue to keep this risk more concerning as we implement the significant requirements of the regulation.
 - Reduction in customer satisfaction – this remains a critical response risk and continues to grow more concerning as complaints continue to increase. Additional resource has and is being implemented to meet the challenge.
 - The HRA does not cover requirements – this remains a critical response risk of the same concern level due to ongoing impacting factors such as regulatory changes and the repairs backlog. Mitigations to reduce spending and make savings are ongoing.
 - Ability to deliver historical and in year Repairs and Maintenance works within current financial resources available – This remains a critical response risk of the same concern level. Whilst we are working towards meeting this challenge, the risk remains unchanged for now.
 - The cost-of-living crisis is impacting tenants and our communities - This remains a critical response risk of the same concern level. The increase in disrepair cases continues, social media interest has increased, and the incidents of violence and aggression towards staff doubled in the last quarter.
- 4.1.3 Audit Committee recommended at their meeting on the 17 October that a reputational risk should be added to the Strategic risk register by EMT. This will be discussed at the EMT meeting.
- 4.1.4 All Risks are linked to a number of key reporting areas, including: the Sector Risk Profile, the Risk Appetite, Strategic Priorities, Corporate Ambitions, and Governance Domain (Assurance framework). In Appendix A, the headline strategic risks have been visibly linked to the Risk Appetite and the Corporate Ambitions.
- 4.1.5 The Strategic risks also follow the evolving level of concern, identifying where we are less, more or same concerned about a particular risk since the previous review.
- 4.1.6 The Contingent liabilities register captures and monitors risks which have the potential to generate significant (£100K+) financial liabilities for Berneslai Homes which are dependent upon future events. The most recent judgment means there are no liabilities on the register currently as the court awarded us our legal costs.

4.2 Risk Management Framework Update

- 4.2.1 We undertake an annual self-assessment against the Sector Risk Profile, with the latest version published in October 2024, which will be self-assessed and reported to Audit Committee in January and Board in February 2025. The full 2023 assessment was approved by Audit & Risk Committee and Board in January and February 2024. The actions are monitored by Audit & Risk Committee and are available to view in [Decision Time Resources](#).
- 4.2.2 The Annual Governance Statement Action Plan is monitored by Audit Committee, with progress updates available to view in [Decision Time Resources](#).

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

4.3 Emergency Planning Update

4.3.1 The Corporate Emergency Response Plan and the service-level Business Continuity Plans have commenced their annual review for completion by December 2024. A Gas Explosion scenario session is also planned for January 2025, based on a real life scenario.

5. Customer Voice/Impact

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

6. Risk and Risk Appetite

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

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

- The Strategic and Operational Risk Register reviews.
- As part of the Annual Governance Statement.
- Specific reporting to Board, such as financial reports, compliance reports, etc.
- Performance monitoring.

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

7. Strategic Alignment

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

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

8. Data Privacy

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

9. Consumer Regulatory Standards

- 9.1 This report relates to the Transparency, Influence and Accountability Standard, as it reviews performance reporting and decision-making to ensure best practice.

10. Other Statutory/Regulatory Compliance

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

11. Financial

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

12. Human Resources and Equality, Diversity and Inclusion

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

13. Sustainability Implications

- 13.1 No specific zero carbon implications from this report.

14. Associated Background Papers on Decision Time

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

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

- 14.3 RSH Sector Risk Profile 2024 – [Governance Handbook section](#).

- 14.4 Annual Self-Assessment of the NHF Code of Conduct 2023-24 – [Decision Time Resources](#).

- 14.5 Annual Self-Assessment of the NHF Code of Conduct Action Plan – [Decision Time Resources](#)

15. Appendices

- 14.1 Appendix A – Strategic Risks Headline Summary.

	Risk title	Description	Assessment	Risk Owner	Response Rating	Status	Impact	Level of Concern since previous review	Risk Appetite	Ambitions
1	Mould, damp and condensation	Are we keeping tenants safe by ensuring that damp, mould and condensation are not a health risk to tenants? A letter by Michael Gove says that govt expect landlords to be undertaking assessments of: <ul style="list-style-type: none">damp and mould issues affecting our properties, including the prevalence of category 1 and 2 damp and mould hazards;the action we have identified that may need to be taken in relation to damp and mould issues affecting our properties 09.07.24 - Awaiting enactment of Awaab's Law	Damp, mould and condensation have become a priority risk for all landlords, especially due to tenants being unable to afford to heat their homes due to the cost of living crisis. A letter by Michael Gove warns of the consequences of not taking responsibility and treating damp and mould seriously The issue is prevalent in the news and tenants are fighting back	Executive Director of Property Services	Critical	Actual	Actual	More Concerned ^	Averse	Keeping Tenants Safe
2	Reduction in customer satisfaction	<ul style="list-style-type: none">Increasing demands from customers – they require increasing supportIncreasing regulatory demandsReduction in funding – more with lessContact Centre performance – we could miss significant issuesCustomers unable to access repairs services online effectively 22.11.23: Housmark mid-year TSM comparison - places BH mid quartile on most measures. This could change for year end as some of participants have rolling TSM measures. 04.04.24: Increased concern due to Backlog of works has increased complaints and reduced customer satisfaction 15.07.24: The TSM results have shown a reduction in customer satisfaction.	<ul style="list-style-type: none">Cost of livingPlanned repairs and reduced budgetsRegulatory intervention	Chief Executive	Critical	Actual	Actual	More Concerned ^	Averse	Hearing Customers
3	The HRA does not cover service requirements	<ul style="list-style-type: none">Rent caps, inflation, CPI, use of reserves, management feeTenant financial hardshipInsufficient resources to support vulnerable customersPensions – impact on balance sheetReduction in funding for repairs and investment in stock – PRIP - impact on CS profit – reputationImpact on Strategic plan - resources to deliver the priorities - reputation with BMBCRelationship with the Council is crucialReliant on annual reserves to bridge the gap between management fee and resources to deliver services contract with BMBC - gap of approx £500k. Reliant on CS profits. Need the turnover guaranteed at £20m. 14.06.23: Concerned increased. Deficit for 24-25 is nearly £2m with another £2 the year after. Increasing requirements for both the zero carbon and the unknown expectations of stock condition. Irrespective of further changes inc Decent Homes. 22.11.23: Concern remains increased. 04.04.24 - regulatory changes putting increased expectations on HRA.	<ul style="list-style-type: none">Insufficient funds in HRA and longer-term financial plan due to economic climate putting increased pressure on budgets and reducing stock numbers reducing income base.There was a financial overspend on Repairs and Maintenance budgets for 21-22.Increasing number of tenants on Universal Credit reducing rental income	Executive Director of Resources	Critical	Actual	Actual	Same Concerned >	Averse	Growth of Homes and Services

	Risk title	Description	Assessment	Risk Owner	Response Rating	Status	Impact	Level of Concern since previous review	Risk Appetite	Ambitions
4	Ability to deliver historical & in year R&M works within current financial resources available	Ability to deliver historical & in year R&M works within current financial resources available. We have an accumulated backlog of planned works that we are working with contract delivery partners to try and clear throughout the 2024-25 financial year. With backlogs of work brings various risks for the organisation.	A large increase in demand and restricted funding have been the key issues: Increase in repair requests (in year) Historical Repairs (Backlogged) Recent new Consumer Standards placing additional pressure on Landlords to undertake repairs Pending Decent Homes 2 which 'may' incorporate repairs (such as plastering etc) Workshops taken place 6/9/23 with contract delivery partners to assist with the delivery of backlogged repairs. Delivery plan due 20/9/23	Executive Director of Property Services	Critical	Actual	Actual	Same Concerned >	Hungry	Hearing Customers
5	The cost-of-living crisis is impacting tenants and our communities	<ul style="list-style-type: none"> •Condition of homes – changing behaviours •Vulnerable tenants – changing behaviours •Rent arrears, govt policy, •Less tenant turnover – reduction in void levels •Disrepair cases – legal costs – increasing •Communal heating systems - affordability •Unpredictability of tenant behaviour - increased violence and aggression towards staff, chaotic lifestyles •Sustainability of estates – increased ASB, crime, DV Opportunity: <ul style="list-style-type: none"> •Tenants may want to move to smaller accommodation, which will release family-sized properties. 09.07.24 - increase in disrepair cases.	<ul style="list-style-type: none"> •Cost of Living •Reduced funding •More support needs 	Exec Dir Customer & Estate Services and Exec Dir of Property Services	Critical	Actual	Actual	Same Concerned >	Averse	Hearing Customers
6	High value claim as a result of Private management service	Legal proceedings issued against BH re accident in a property management by BH on behalf of a private landlord (2019).	23.01.23: Legal proceedings issued against BH re accident in a property management by BH on behalf of a private landlord (2019).	Executive Director of Property Services	Critical	Actual	Actual	Same Concerned >	Cautious	Growth of Homes and Services
7	Reduction in customer satisfaction	<ul style="list-style-type: none"> •A vulnerability maybe exploited leading to cyber-attack of in-house and/or third-party systems impacting confidentiality, integrity or availability of data and information. •This could lead to, amongst others, financial loss, fines, regulator intervention, inability to deliver services, reputational. •As a public sector organisation, we are more at risk from the current situation with Russia and Ukraine and the increased cyber-attacks in general. No evidence of increased attacks currently. 	<ul style="list-style-type: none"> •Cyber-attacks are increasing in number, the organisation is becoming more agile, there is an increasing volume of data held on IT systems and the systems are becoming more complex. •Legislation in place which means risk management is crucial. 24.11.23: More news of cyber attack risks due to current economic and political crisis.	Executive Director of Resources	Critical	Potential	Potential	Same Concerned >	Averse	Technology and Innovation
8	Business continuity	<ul style="list-style-type: none"> •Are we prepared for industrial action / civil unrest, power cuts, services going down, another virus outbreak? •Are we prepared for a cyber attack •Are we prepared for climate change – heat, fires, floods •Impact on business, staff and tenants 22.11.23: Increased response level due to increased risks e.g. cyber attacks in the sector and recent floods.	Are we prepared for potential impact of disaster situations to operations?	Chief Executive	Critical	Potential	Potential	Same Concerned >	Averse	Employment and Training

	Risk title	Description	Assessment	Risk Owner	Response Rating	Status	Impact	Level of Concern since previous review	Risk Appetite	Ambitions
9	Vulnerability of in-house and third party systems to cyber attack	<ul style="list-style-type: none"> A vulnerability maybe exploited leading to cyber-attack of in-house and/or third-party systems impacting confidentiality, integrity or availability of data and information. This could lead to, amongst others, financial loss, fines, regulator intervention, inability to deliver services, reputational. As a public sector organisation, we are more at risk from the current situation with Russia and Ukraine and the increased cyber-attacks in general. No evidence of increased attacks currently. 	<ul style="list-style-type: none"> Cyber-attacks are increasing in number, the organisation is becoming more agile, there is an increasing volume of data held on IT systems and the systems are becoming more complex. Legislation in place which means risk management is crucial. <p>24.11.23: More news of cyber attack risks due to current economic and political crisis.</p>	Executive Director of Resources	Critical	Potential	Potential	Same Concerned >	Averse	Technology and Innovation
10	Increase in staff mental ill health and wellbeing	<ul style="list-style-type: none"> Increased service demands, more difficult and complex cases to manage. Staff wellbeing is increasing sickness absence <p>21.03.23 - report to EMT re HWB survey undertaken in Feb 23 - stats say 22% of LT sickness is linked to mental ill health - therefore reduced from critical to Important Response</p> <p>16.07.24: Risk increased as mental ill health absence levels continue to rise.</p>	Complex issue. Reflection of employee engagement, mental health much more visible in society.	Executive Director of Resources	Important	Actual	Actual	More Concerned ^	Cautious	Employment and Training
11	The zero-carbon agenda is not sufficiently funded or skilled	<ul style="list-style-type: none"> Questions around the sustainability of some estates – types of homes / energy efficiency Difficult to maximise funding opportunities – essential partnership working with BMBC Requires upskilling of staff – technical skills are more expensive Change in behaviour required of staff and tenants <p>17.07.24: BMBC looking to add in future business plan.</p>	Strategic priority in line with local and national government	Executive Director of Property Services	Important	Actual	Actual	Same Concerned >	Cautious	Zero Carbon
12	We do not have the right data to make informed decisions (Data Quality) and we do not use the data we have effectively (working outside systems)	<ul style="list-style-type: none"> Sufficient resources to implement data strategy and action plan Not meeting customer expectations - Poor reputation and satisfaction. Data regarding both customers and assets. <p>24.11.23: Less concerned as actions being undertaken to mitigate</p> <p>04.04.24: Increased concerned due to delays in Phase 2 or NEC which will impact CRM and Assets.</p> <p>15.07.24: BMBC CRM to be implemented</p> <p>05.09.24 - updated impact to actual as we can't deliver the services in the most efficient way without the right data.</p>	<p>We do not currently have fully effective data quality systems in place regarding customers and assets</p> <p>we don't have a clear plan on the data we hold and how we should be using it.</p> <p>Unsure of data maturity</p> <p>Still have huge gaps in data</p> <p>people don't take ownership of their responsibility for data - it's everyone's responsibility</p>	Executive Director of Resources	Important	Actual	Actual	Same Concerned >	Averse	Technology and Innovation
13	That we do not effectively embed a culture that acknowledges, promotes and celebrates the diverse talents and backgrounds of staff and tenants	<ul style="list-style-type: none"> We need to ensure that equality, diversity and inclusion is fully embedded and part of the DNA of Berneslai Homes. We need to ensure it is owned by all and that we recognise differences and take these into account to provide an effective and appropriate service to all our customers (internal and external). <p>01.03.24 Review date changed as on going risk</p> <p>05.09.24 - the risk has been updated to status/actual, due to feedback from the Customer First training, which includes some behaviour and attitude concerns.</p>	<ul style="list-style-type: none"> Due to staffing resources, ED&I development lost it momentum. Following HDN assessment, ED&I was developed, launched and in the process of being fully embedded across the organisation. <p>17.11.23- New OD in post from 1.8.23- ED&I development back in progress.</p>	Executive Director of Resources	Important	Actual	Potential	More Concerned ^	Averse	Employment and Training

	Risk title	Description	Assessment	Risk Owner	Response Rating	Status	Impact	Level of Concern since previous review	Risk Appetite	Ambitions
15	Active Asset Management of Stock	Berneslai Homes do not currently practice active asset management for the Council Stock. Whilst we have a asset management system (PIMSS) for housing asset stock data, we do not have full understanding of the performance of an asset from a social, economic and environmental basis. To ensure effective use of the stock, it is necessary to develop and implement an agreed approach, in conjunction with the use of a suitable platform (NEC Phase 2 Assets Module) to support specific asset reviews (stock option appraisal) in the future. This will allow BH to be informed decision making persepctive and for 30 yer business and investment planning.	Berneslai Homes does not currently have an assets assessment framework for monitoring performance of the Council stock. NEC Phase 2 and impelmentation of the assets module will provide this function going forward.	Executive Director of Property Services	Important	Actual	Potential	Same Concerned >	Averse	Technology and Innovation
14	Gap and lack of recent reviews in policies and procedures, leaves us at risk with the Housing Ombudsman and the Social Housing Regulator	Review of AM policy and procedures has identified some significant gaps in relation to the service area. Customer Services Team currently carrying out, organisational exercise. 26.06.23 - Risk moved from Operational Asset Management Risk to Corporate Risk responsible officer Head of Customer Services. This is due to the level of Policies and Procedures that have gaps throughout Property Services and Customer & Estate Services. 15.07.24 - dedicated post has become vacant - gap in resources. 31/10/24 - C1 from Regulatory Inspection highlighting good policies and procedures.	Review of AM policy and procedures has identified some significant gaps in relation to the service area.	Head of Customer Services	Important	Actual	Potential	Less Concerned <	Averse	Employment and Training
16	The health and safety of tenants and staff	<ul style="list-style-type: none"> Statutory H&S requirements - Safe working practices to keep tenants and staff safe Failure to implement policies and procedures and associated communications / training. One working / personal safety / violence and aggression - JD 13.09.23 High value claims to BMBC / BH	Failure to comply with H&S legislation could result in injury or death and associated business risks.	Exec Dir Customer & Estate Services and Exec Dir of Property Services	Important	Potential	Potential	Same Concerned >	Averse	Keeping Tenants Safe
17	Failure to meet increasing and changing regulatory requirements	<ul style="list-style-type: none"> Statutory requirements in respect of property/assets including Building Safety, decent homes Reputational concerns due to new Regulatory approaches by the Housing Ombudsman and the Regulator for Social Housing - TSMs, neighbourhood agenda / investment in neighbourhoods We do not have the most effective software to do this. The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 come into force on 1 October 2022. - New Consumer standards will be reviewed in 2023 inc new professionalism agenda (monitored as a dedicated operational risk in Corporate Services) - Corporate Assurance TSM validation report provided Limited Assurance - October 2024.	A change and strengthening in regulatory approach is being implemented nationally, including the professionalism agenda (CIH).	Chief Executive	Important	Potential	Potential	Same Concerned >	Averse	Hearing Customers
18	Far Right Extremism and Rioting	Due to the unrest spreading throughout the country, and protests anticipated in Barnsley.	Due to the unrest spreading throughout the country, and protests anticipated in Barnsley.	Executive Director of Customer and Estate Services	Important	Potential	Potential	Same Concerned >	Averse	Keeping Tenants Safe

Procurement Act 2023

The Procurement Act 2023 is due to go live on 24 February 2025 and brings substantial changes to how procurement works in the UK. The benefits of the main changes will be:



A central digital platform



More transparency throughout the procurement lifecycle



The publication of notices (more stages)



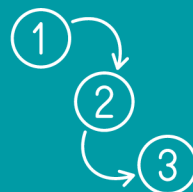
Contract Governance - contract performance, modifications



Payment performance



The new Act has regard to SMEs - aims to remove barriers



New procedures - more flexible



Deliver value for money - maximise benefit



We've asked all staff who procure goods and services to prepare for this by looking at knowledge drops, so they fully understand the new act. It's really important we act and be transparent, if we don't this will present a reputational risk.

Our assets / our homes



Total assets ▶

18,400 total assets
Council owned stock – 17,967
Together housing – 53
Leaseholders – 349
Shops – 31



Council owned stock ▶

Houses - 10,219 (57%)
Bungalows - 4,644 (26%)
Flats, maisonettes, bedsits and other property types - 3,104 (17%)
Houses - 2,838 (28%) 2 bed, 7,087 (69%) 3 bed and 294 (3%) other, 1 bed and 4 bed+



Designation ▶

68% of homes are general needs (12,167)
32% with restrictions (*) (5,794)
11 Independent Living Schemes with 312 flats for over 60s



Age of stock ▶

70% of homes were built before 1965



Attributes ▶

743 blocks to maintain
46 community facilities
90% of our homes are mains gas, 10% air source, biomass, ground source, other electrical and solid fuel



Condition ▶

14,008 homes EPC surveyed (78%)
99.91% homes meet Barnesley Homes Standard
15,073 homes received stock condition survey (84%)

(*) Restrictions are generally age or medical requirements. General needs is accommodation that is available for any applicant as long as they meet the bedroom matching rules.

Building safety compliance



✓ Fire safety compliance	100%
✓ Asbestos safety compliance	
✓ Water safety compliance	
✓ Lift maintenance	
✓ Gas safety compliance (*)	99.99%
✓ Electric safety compliance 5 years (*)	98.7%
✓ Electric safety compliance 10 years (*)	99.86%

(*) This is due to no access, which we're working on as a priority

Repairs and maintenance



75%	Satisfaction with repairs in last 12 months
76%	Satisfaction with time taken to complete repairs after being reported
77	Disrepair cases (Since April 2024)
243	Damp, mould and condensation treatment jobs outstanding

Data: September 2024

Managing estates

60%	Satisfaction landlord makes a positive contribution to neighbourhoods	48%	Satisfaction with landlord's approach to handling of anti-social behaviour	66%	Satisfaction that communal areas are clean and well maintained
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Letting homes

5,055	Number of people on housing register	100	Average number of applications per property advertised
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Data: September 2024

Listening to tenants

43%	Satisfaction with how we deal with complaints	60%	Satisfaction that we listen to tenant views and act upon them
36	Service improvements implemented during 23/24	64%	Satisfaction that we keep tenants informed
77%	Satisfaction that we treat tenants fairly		



Delivering value for money

- 77% of tenants say rent is value for money
- Collected 97.96% of rent due (June 2024)
- Tenant arrears 3.64% (June 2024)
- 66% of funds were spent locally, supporting the local economy and keeping the 'Barnsley Pound' in Barnsley (March 2024)
- Made over £550K of efficiency savings that was invested back into services (2023/2024)



Data: September 2023



www.berneslaihomes.co.uk

Last updated October 2024



Minutes of Berneslai Homes Board held 26th September, 2024

4.00 p.m.
Gateway Plaza

Present:

Ken Taylor (KT)	-	Chair
Richard Fryer (RF)	-	Board Member
Mahara Haque (MH)	-	Independent Chair of Customer Services Committee
Adam Hutchinson (AH)	-	Board Member
Mark Johnson (MJ)	-	Board Member
Gez Morrall (GM)	-	Board Member
Kevin Osborne (KO)	-	Board Member
Eric Smith	-	Board Member (Co-optee)
Sarah Tattersall (ST)	-	Board Member

In attendance

Amanda Garrard (AGa)	-	CEO
Dave Fullen (DF)	-	Executive Director, Customer & Estate Services
Arturo Gulla (AGu)	-	Executive Director, Property Services
Rachel Taylor (RT)	-	Executive Director, Resources
Sam Roebuck (SR)	-	Head of Governance and Strategy and Company Secretary
Sarah Clyde (SC)	-	Head of Strategic Housing (BMBC)

	ACTION
<u>Item 1 – Apologies</u> Jo Sugden – Board Member Rebecca Mather – Board Member	
<u>Item 2 – Declarations of Interest</u> There were no declarations of interest.	

<p><u>Item 3 – Governance Update</u></p> <p>SR presented the report summarising the key points outlined in the Executive Summary.</p> <p>She initially referred to the delegated decisions review, which will provide BMBC with clear oversight of reports. Consultation has taken place with BMBC, the Board Chair and Committee Chairs on the approval routes. Appendix A attached to the report shows the proposed changes to reporting escalations.</p> <p>The Board was then referred to the Decision Making Framework, which outlines the roles of the Council, Board, Committees, etc. This has been reviewed with BMBC colleagues and is in line with the Services Agreement.</p> <p>Following discussions with Board Members, it is proposed to appoint Board Champions, and the Board is asked to approve these as set out in the report.</p> <p>The Chair believes this approach strengthens the governance of the organisation. Board Champions will require publicising, and lead officers will need to be identified for the Champions to report to.</p> <p>Resolved:</p> <ul style="list-style-type: none"> I. Board approved the recommended changes in Appendix A to reporting escalations. II. Board approved the recommended changes in Appendix B, to the Delegations Framework (summarised in Appendix C). III. Board noted that any amended terms of references for Committees and Board will be recommended for approval at Board on 5th December 2024. IV. Board approved the appointment of Board Champions and approve the Terms of Reference for the Health and Safety Champion and ED & I Champion. V. 	SR
<p><u>Item 4 – Annual Governance Statement</u></p> <p>SR presented the report. Board noted this had already been to the Audit and Risk Committee. AH as Chair of Audit and Risk assured Board that Committee were satisfied with the report and had nothing of significance to highlight. Committee were satisfied that the report reflected the evidence of a mature governance approach and includes continuity for improvement.</p>	

<p>SR brought Board's attention to the key points within the Executive Summary. The report highlights the review of internal controls for Berneslai Homes in 2023-24; it includes the CEO Assurance Statement for inclusion in the Director's Annual Report and Accounts. The review concluded there were no fundamental issues but there were some areas for development identified.</p> <p>MH queried the reason for ceasing the use of IIP for staff satisfaction. AGa provided an explanation that this has been part of Berneslai Homes' contract with the Council previously and was in the Services Agreement. It has been agreed, in consultation with BMBC, that more focus should be on customers, therefore the SLA has been changed to reflect this and that a more customer facing accreditation be introduced.</p> <p>Resolved:-</p> <p>As recommended by Audit and Risk Committee:</p> <ul style="list-style-type: none"> i. Board was satisfied that the assurance provided in this report, in relation to internal control arrangements, is sound and forms a satisfactory basis for the Statement attached as Appendix A for inclusion in the 2023-24 Accounts and recommend its approval to Board. ii. Board noted the proposed 2024-25 Plan for improving the robustness of the system of internal control. iii. Board approved the Modern Slavery Statement 2023-24 for signature by the Board Chair. iv. Board approved the Senior Information Risk Owner Annual Report 2023-24. 	
<p><u>Item 5 – Risk Management Annual Report</u></p> <p>SR presented the report, bringing to Board's attention the key points.</p> <p>Audit and Risk Committee has already considered the report.</p> <p>The Risk Management Strategy has undergone the formal 2 year review, the commentary has been refreshed. There were no key procedural changes.</p> <p>Following a recommendation from the Corporate Assurance Review the Strategic Risks are now reviewed on a monthly basis and this has been stated as procedure.</p> <p>Following a zero based review of the Risk Appetite by Board in February 2023, the Risk Appetite Statement remains fit for purpose. Corporate Assurance undertook a review of the risk management framework in 2022, a follow up was also undertaken and a positive assurance opinion was confirmed. Board's attention was drawn to the 17 active strategic issues and concerns contained in Appendix B.</p>	

<p>AH reported that Audit & Risk Committee felt assured following the deep dive they undertook on mental health and have requested they be kept updated. The information on this is contained in the minutes which Board members have access to.</p> <p>Resolved:</p> <p>As recommended by Audit and Risk Committee:</p> <ul style="list-style-type: none"> I. The Risk Management Annual Report for 2023-24 was approved by Board. II. The proposed 2024-25 Action Plan at Section 11 was approved by Board. III. Board agreed they felt sufficiently informed about risk management. 	
<p><u>Item 6 – BH Ltd Report and Accounts</u></p> <p>RT presented the company’s final annual report and accounts for the year ending 31st March 2024.</p> <p>Audit and Risk Committee at their August meeting considered the ‘near’ final version, which they approved. BDO the external auditors attended this committee meeting to discuss with members.</p> <p>Board was referred to the Executive Summary which highlights the key financial results. RT also stated that the annual report and accounts not only focuses on figures but is an important public document that will be available on Companies House website. It provides information on how an organisation is performing, the challenges, risks etc.</p> <p>AH referred to an outstanding ongoing legal case which has a potential high level of liability attached to it and requested an update. RT advised that the hearing occurred before the accounts were finalised, however the judge did not make a decision, so the case is not finalised. A decision therefore had to be taken on whether to disclose in the financial statements. A detailed assessment from the legal advisor was sought on the case and a summary of final remarks obtained. From this it was concluded that there was a high likelihood that this would be in Berneslai Homes favour, consequently a relatively small amount of money would be involved. BDO agreed, following their discussion with the legal advisor, this would not need to be included in the financial statements. A decision is still awaited.</p> <p>RT also referred to a pension query. This was double checked and BDO were satisfied with the advice provided.</p> <p>The Chair thanked the Financial Team involved in producing the accounts, acknowledging the significant work involved.</p>	

<p>Resolved:</p> <p>As recommended by the Audit & Risk Committee Board:-</p> <ul style="list-style-type: none"> I. Considered the Berneslai Homes Limited Annual Report and Accounts for the period ended 31st March 2024 (Appendix A) II. Considered the letter from BMBC (Appendix B) III. Considered the final audit report from the external auditors, BDO (Appendix C) IV. Approved the Berneslai Homes Limited Annual Report and Accounts for the period ended 31st March 2024 V. Approved the Chair of the Board, the Chair of the Audit & Risk Committee and the Head of Governance & Strategy sign the Annual Report and Accounts for the period ended 31st March 2024 at the relevant sections VI. Approved the Chair of the Board signs the letters of representation (Appendix D) 	
<p><u>Item 7 – Compliance Policies - Amendments</u></p> <p>AGu presented the report and highlighted the reasons for amending the Fire Safety Policy, the Building Safety Policy, Fire and Building Safety Management Plan and the Lift Safety Policy. The amendments have been made following recommendations from the audits undertaken by Pennington Choices and BMBC Corporate assurance (Lift Policy).</p> <p>RF referred to the Fire Safety Policy in relation to the final Grenfell report and if this has been considered and if any amendments were required. AGu advised that once the government has reviewed the Grenfell report there may be further amendments needed.</p> <p>MJ referred to the process used to get to this point and the assurance Board requires to ensure it is best practice, he particularly referred to the consolidation of 3 policies. AGu advised of the mechanisms in place i.e the Building Safety Board, attendance at seminars on compliance in relation to building safety etc. At the recent inspection the regulators provided positive comments in relation to the score card information. AGu also informed Board of the work taking place with Legal on a revised approach where tenants refuse access for electrical inspections to be undertaken, which has been successful. Board were also assured that Pennington Choices are a reputable consultant in the housing field, working with a significant number of organisations.</p> <p>AGu advised of organisations being called in by the Building Safety Regulator on high rise buildings where they feel there is a risk. BH have 3 buildings, which are only 7 storeys high; they have no cladding and therefore are low risk. Looking at the proposed timetable for inspection, the BH inspection should take place during year 3 or 4. Board were advised that thorough safety cases are in place.</p>	

<p>Resolved:</p> <ul style="list-style-type: none"> • Boarded noted, commented on and approved the following amended new compliance policies:- • Fire Safety Policy • Building Safety Policy • Fire and Building Safety Management Plan • Lift Safety Policy <p><i>The Chair and another Board member agreed to sign each policy.</i></p>	
<p><u>Item 8 – 2024/25 Quarter 1 Performance Summary</u></p> <p>DF presented the summary. The full detailed report was considered by Customer Services Committee and by the ALMO Strategic Planning Assurance Group which was observed by the Regulatory inspectors. The key points were summarised.</p> <p>The report reflects Berneslai Homes’ strength on building safety.</p> <p>There has been a positive outcome as a result of the additional work and resources that has been put into complaints/complaints handling, with 96% of Stage 1 and 2’s being responded to in target.</p> <p>RF advised that Customer Services Committee had spent some time looking at complaints performance and were pleased to see the improvements, but they felt further progress needs to be made on the proportion of complaints upheld. The importance of evaluation and learning was also stressed, this should help stem the flow of complaints. DF referred to the fundamental route cause being addressed, which is tackling the backlog.</p> <p>The latest complaints transactional satisfaction shows a 15% point increase in agreement that it is easy to complain amongst those surveyed, this is positive and is an important measure</p> <p>Rent collection is good. The challenges remain on the managed migration of tenants onto Universal Credit (UC). In the first quarter, UC claims have increased by 9%. This trend continues, for example, in July and August a further 300 tenants have migrated onto UC.</p> <p>A new challenge has emerged on rent collection. This is following a case entered into court, where Shelter represented the tenant. This resulted in fundamental issues raised with regard to the right to representation in court by Berneslai Homes. BH are working with BMBC on the issue and an external solicitor has been appointed. This will be picked up at the next Customer Services Committee.</p>	

<p>Local spend is good, supporting the local economy.</p> <p>Areas for focus were summarised.</p> <p>Emergency Repairs – Noted good at making safe, but further work is required on complete fixes on repairs. However, Board did note the challenges in relation to the unavailability of obtaining some materials i.e glazing. This is also being experienced by other organisations. Discussions are taking place with key suppliers on managing the supply chain.</p> <p>Void rent loss. Work has been taking place on the development of an internal void improvement plan. This has been shared with the Council. Engaged tenants have also shown an interest, therefore learning from damp and mould, a task and finish group has been established.</p> <p>The report refers to the issues of the Contact Centre performance. Reasons include Repairs First, staff turnover, training etc. Since the report was produced, performance has improved, increasing to 60%. This is not impacting on satisfaction with the call itself and further work is required with the Council to ensure improvement continues and reaches the target. DF advised he will be meeting BMBC's Service Director responsible for the Contact Centre to discuss</p> <p>MJ raised the issue of non-decency and the assurance that needs to be provided to Board on progress. AGu advised this had taken place as part of the Pennington's report this year, however it was agreed that an update will be provided to Board on a more regular basis.</p> <p>AH requested an update on the reporting of Hate incidents. DF referred to the spike around the time of the recent riot and a peak in hate crime reported, some which were very serious. He advised Board that he had attended the Barnsley Safety Partnership Group today, and although there are a few 'blips', it is now at a normal level. The Partnership's focus is tackling the underlying fundamental issues. The Council are also doing some work around myth busting and will relaunch 'Love Where you Live'. BH will be involved. Front line staff have been re-briefed so everyone has a refresh on hate crime.</p> <p>MH stressed the importance of learning from the issues and the need to be prepared/active in the event of such incidents re-occurring. DF concurred. He advised that a Civil Disorder plan will be established for the borough, as part of the lessons learned and BH will be involved. Improvement is also required on comms messages, getting through at the right time to the right people.</p> <p>GM hopes social media will be part of the plan as it is a significant issue in Barnsley. DF agreed that it is a major contributory factor. The Council and Police are taking social media into consideration, but they are still in the reflection and learning stage. It was felt the internal/external culture and behaviour is a topic for discussion at the Away Day.</p>	<p></p> <p>DF</p> <p>AGu</p>
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<p>KT referred to his concerns on the internal restructure of the neighbourhood teams and queried if this is working. DF advised that a review will shortly take place, probably at the end of the year. There were some staffing issues initially and steps have been taken to rebuild the team.</p> <p>The Chair requested that a progress report be presented at the December Board meeting, if feasible. DF to assess the possibility of this request.</p> <p>The Chair also referred to the number of grey areas in the TSM measures SR explained that this year the STAR survey is being conducted in two instalments. The first part will be reported in the next performance report produced for Q2.</p> <p>Resolved:</p> <ul style="list-style-type: none"> I. Board considered Quarter One performance. II. Where performance targets were not achieved, Board were satisfied with the explanations provided and there are adequate controls and actions in place. III. Board did not identify any further areas where they feel more detailed consideration is required by Customer Services Committee. 	<p>DF</p>
<p><u>Item 9 – Disrepair Annual Report/Current Position</u></p> <p>AGu presented a report indicating the increase in disrepair cases in 2024 compared to the previous year, mainly due to damp, mould, plastering, and guttering. This is a concern. Collaborative efforts with the Council and Kennedys are continuing. BH also lead on a collaboration with local peers, sharing good practice etc.</p> <p>Work is ongoing with the Council to deal with disrepair and there are some ongoing actions in place, although the recent departure of the Damp, Mould and Disrepair Manager poses a challenge.</p> <p>Claims harvesters are exacerbating the situation by advising tenants to refuse access, and a backlog in repairs is also contributing to the problem.</p> <p>AGa also highlighted the additional pressure caused by the cost of living crisis, which is preventing people from using their heating and thereby worsening damp and mould issues. This increases the pressure of getting properties to EPC C as quickly as possible.</p> <p>Resolved:-</p> <p>Board noted the year end disrepair position and ongoing actions to manage/reduce both existing and future cases.</p>	

<p><u>Item 10 – BH Sustainability Strategy 2022-27 Action Plan Progress</u></p> <p>AGu presented, highlighting some of the successes as outlined in the Executive Summary.</p> <p>MJ commented on the 59% of properties that remain below EPC C and referred to funding issues.</p> <p>ST noted that certain tenants are declining retrofit works due to various concerns, including disruptions that particularly affect elderly tenants. Enhanced communication regarding the benefits of these works, such as cost savings for tenants, could be advantageous. It was proposed that positive tenant stories and lived experiences be shared. AGu will coordinate with the Communications Team.</p> <p>Reasons for refusal include timelines, assessments, and the extent of work required. The current criteria are extensive and may discourage tenants. SC recommended informing tenants about the timelines at the outset of the process. KO suggested that providing myth-busting information might also be helpful.</p> <p>Resolved:</p> <p>Board noted the review of the Sustainability Strategy Annual Plan 2023/24 progress report and provided appropriate feedback.</p>	<p>AGu</p>
<p><u>Item 11 – Resources Reports:-</u></p> <p><u>11.1 Board Fact Sheet</u></p> <p>Board noted the fact sheet which they found to be very useful.</p>	
<p><u>Board Mins and Actions from meeting held 11/7/2024</u></p> <p>Resolved:</p> <p>The minutes were approved as a true and accurate record and the actions were noted.</p>	
<p><u>Date of next meeting – 5th December 2024</u></p>	

Board Meeting 26th September, 2024

Actions

PUBLIC AGENDA			
Item	Action	By Whom	Comments
Item 3 – Governance Update	Board Champions to be publicised and a lead officer identified for them to report to	SR	Leads identified and have met with the Board Champions
Item 8 – 2024/25 Q1 Performance Summary	Contact Centre Performance – DF to discuss with BMBC Service Director.	DF	Complete
	Non-decency assurance– regular updates to be provided to Board	AGu	Performance updates will be provided on a quarterly basis
	Neighbourhood Teams restructure – progress report to be presented to December Board, if feasible	DF	Agreed that EMT will monitor progress and actions
Item 10 – BH Sustainability Strategy 2022 – 27 Action Plan Progress	Retrofit works – enhanced communication to be explored with the Comms Team of the benefits of these works, including cost savings to tenants. Positive tenant stores/lived experiences to be shared	AGu	We will work with the Comms Team to develop an update on Wave 2.1 retrofit works around social housing warm homes.