



Strategic Plan 2021-31

Roots in the past, eyes on the future.

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Welcome to our Strategic Plan 2021-31

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

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

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

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

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

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



Amanda Garrard
Chief Executive

Sinéad Butters
Chair



About us

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

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

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

We employ 537 staff including 28 apprentices.

We spend and invest wisely to achieve value for money.

Our tenants are at the heart of all we do.



Robust governance

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



Co-regulatory tenant involvement

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



Equality, diversity and inclusion

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



Vibrant and cohesive communities

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

The external environment

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

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



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



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



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

Barnsley
20
30



Ministry of Housing,
Communities &
Local Government

Barnsley - the place of possibilities

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

Healthy Barnsley

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

Learning Barnsley

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

Growing Barnsley

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

Sustainable Barnsley

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

Barnsley

2030

Our values

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

Our vision is clear:

Creating great homes and communities with the people of Barnsley.

Our mission supports our vision:

Great place, great people, great company.

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

Customer first

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

Can do attitude

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

Curious

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

Getting the basics right

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

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

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

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

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

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



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



Hearing customers

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

We will ✓

Co-design our services with tenants.

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

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

Ensure customer feedback is used to continuously improve services.

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

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

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



How will we measure our success?



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



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



Low levels of complaints.



Keeping Tenants Safe

Keeping tenants safe is our priority.

Building Safety

We will ✓

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

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

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

Fit carbon monoxide and smoke detectors in all our homes.

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

Provide electronic access to compliance certificates for all our tenants.

Neighbourhood Safety

We will ✓

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

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



How will we measure our success?



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



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



100% of properties have carbon monoxide detectors fitted.



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



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



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



Improving opportunities for employment and training

We will ✓

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

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

Deliver to the Council's relaunched Employer Promise.

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

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



How will we measure our success?



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



10% of BH workforce being apprentices by 2030.



100% of our apprentices secure a permanent position.



20% increase in number of tenants not currently in work obtaining employment.



All tenants using the internet by 2030.



200 tenants supported each year to get ready for work.



Technology and innovation

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

We will ✓

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

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

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

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

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

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



How will we measure our success?



90% of customer contacts will be online by 2030.



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



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



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



All tenants have access to affordable internet connections.



Growth of homes and services

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

New Homes

We will ✓

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

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

New Services

We will ✓

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

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

Offer a trusted adaptations and repairs service to private owners.

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



How will we measure our success?



100 new build and acquisitions per year.



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



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



Zero carbon

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

We will ✓

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

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

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

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

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

Procure green energy for our operations.

Fit solar panels to our properties.

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

Introduce new heating systems with green alternatives for our customers.



How will we measure our success?



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



Fleet **100%** electric.



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



100% EPC 'C' for all properties.



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



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



How we will measure success

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

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

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

APPENDIX 1: How we meet the Barnsley 2030 objectives

Barnsley 2030
Barnsley - The place of possibilities

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

Creating great homes and communities with the people of Barnsley

Our Vision

Our Priorities

Our Values

Excellent customer services

Sustainable communities

Partnership working

Successful well-managed company



Customer first



Can do attitude



Curious

Our Mission

Our Ambitions

GREAT PEOPLE

GREAT PLACE

GREAT COMPANY

Hearing customers

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

Keeping tenants safe

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

Employment and training

Increase the number of apprenticeships to represent 10% of our workforce by 2030.
Maximise social value through our procurements ensuring our suppliers and contractors provide opportunities for the residents of our town.
Deliver to the Council's relaunched Employer Promise.
Secure ongoing funding to continue and expand our 'Achieve' Programme supporting tenants into employment and higher paid employment.

Zero carbon

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

Technology and innovation

Work with the council to ensure every neighbourhood has affordable digital connections.
Develop and implement IoT (Internet of Things) and other technology to improve the quality of our homes and deliver efficiencies.
Increase the use of automated processes (robotics) to allow staff to focus on our customers.

Growth of homes and services

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

Key Strategies that underpin our Strategic Plan

- Customer First Strategy
- Equality and inclusion Strategy

- People Strategy
- Sustainability Strategy
- Employment and Training Plan

- Innovation and Technology Strategy

- Asset Management Strategy
- Growth Strategy



www.berneslaihomes.co.uk

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

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