

### Overview

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

### BMBC

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

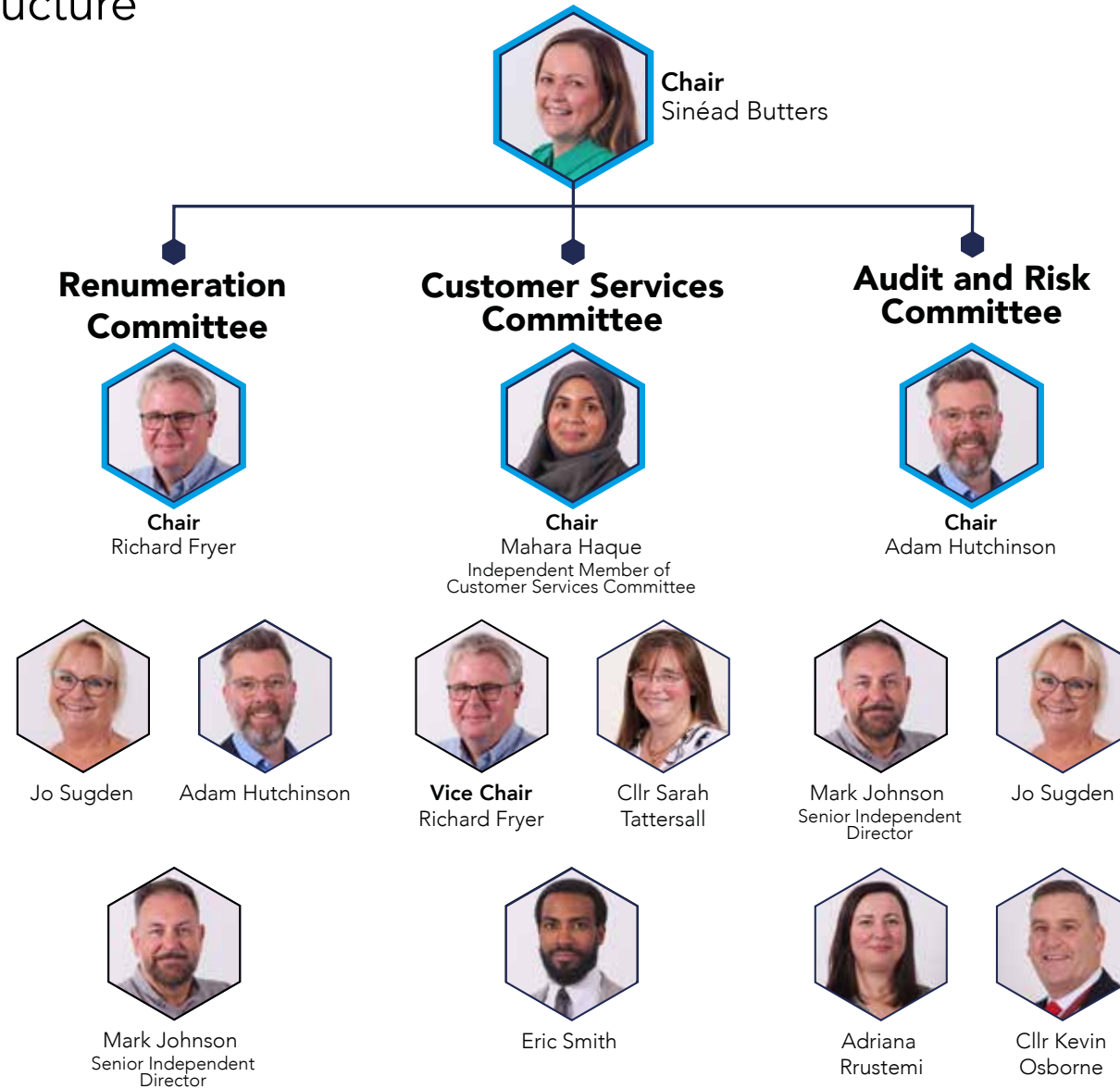
### Berneslai Homes

As an Arm's length management organisation we are delegated to carry out the day to day running of the council housing service.

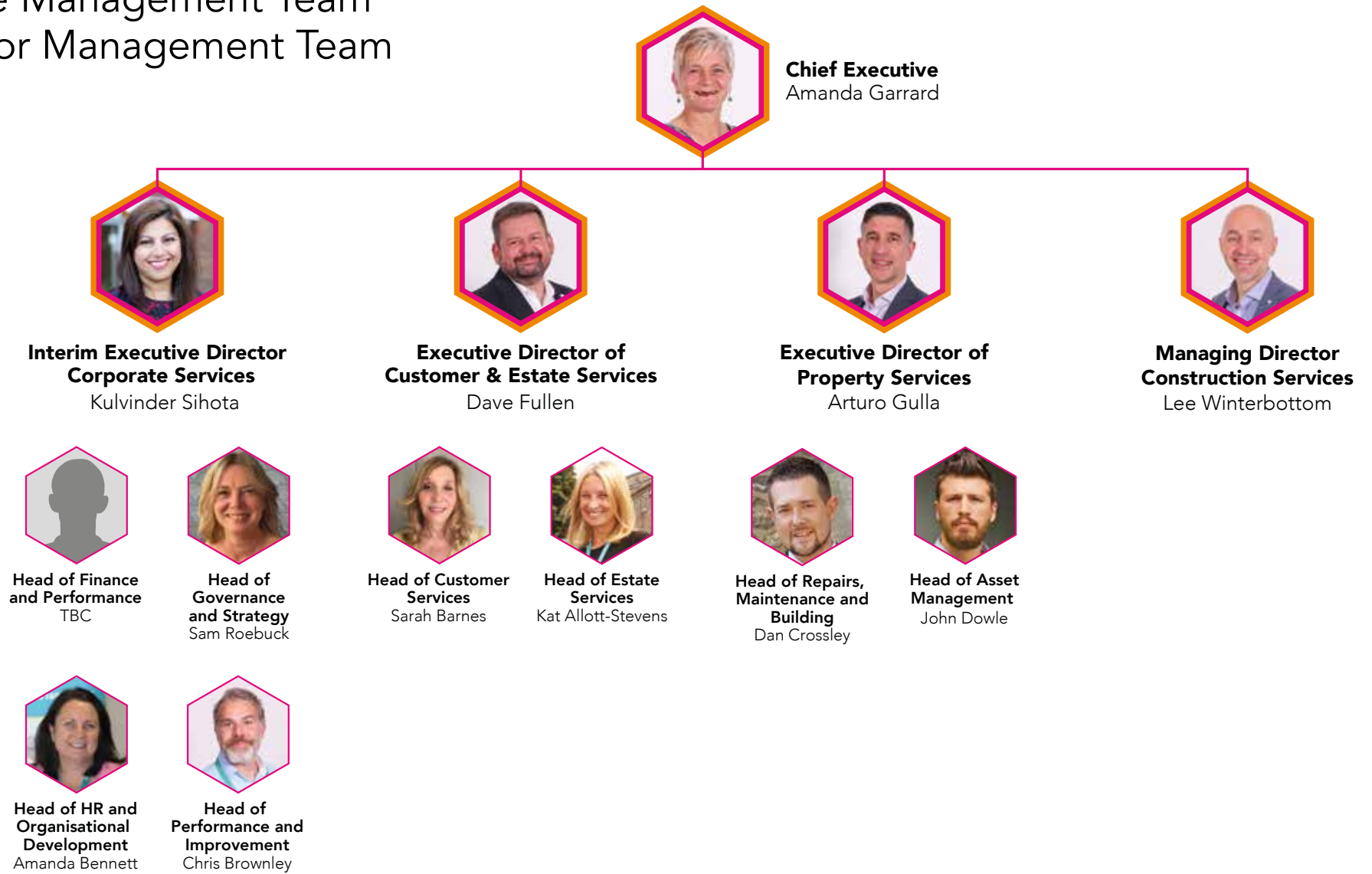
- We manage the waiting list for the council and let vacant homes,
- We collect rent,
- We repair, maintain, and improve our homes and estates
- We support people facing financial difficulty,
- We keep our estates clean and tidy and deal with issues of lower-level anti-social behaviour
- We support people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



# Board and Committee Structure



# Executive Management Team and Senior Management Team



## Berneslai Homes Key priorities and focus 2023/2024

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

**APPENDIX A: Berneslai Homes Annual Business Action Plan**

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

**APPENDIX A: Berneslai Homes Annual Business Action Plan**

Barnsley 2030 objective	Priority	BH Ambition	Key Milestones	Date	BH Lead and additional resources
<p><b>Healthy Barnsley</b></p>	<p>Embrace and embed the new professionalism standards for all Social Housing providers.</p>	<p><b>Employment and Training/ Hearing Tenants</b></p>	<ul style="list-style-type: none"> <li>Assess standards once published (core competencies v new standards).</li> <li>Update employee specifications and PDR form in line with standards.</li> <li>Identify and implement any training requirements including develop a management development programme.</li> <li>Undertake pilot Professional Passport in Housing Management.</li> </ul>	<p>December 23 (pending publication of professionalism standards)</p> <p>June 23</p>	<p>Executive Director of Corporate Services.</p>
<p><b>Learning Barnsley</b></p>	<p>Increase skills for the future and to ensure we achieve the ambitions in our Strategic Plan.</p>	<p><b>Employment and Training</b></p>	<ul style="list-style-type: none"> <li>Develop our graduate and Apprentices opportunities.</li> <li>Creative approach to opportunities and use vacancies to reassess options.</li> <li>Obtain funding to support employment and training.</li> </ul>	<p>March 24</p> <p>Throughout 23/24</p> <p>December 23</p>	<p>Executive Director of Corporate Services.</p>

**APPENDIX A: Berneslai Homes Annual Business Action Plan**

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

**APPENDIX A: Berneslai Homes Annual Business Action Plan**

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



**APPENDIX A: Berneslai Homes Annual Business Action Plan**

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

**APPENDIX A: Berneslai Homes Annual Business Action Plan**

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

## Strategies

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

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

Strategy	Key Dates
Strategic Plan 2021 - 2031	December 2023
Asset Management Strategy 2021 - 2026	2026
Communication Strategy 2022 - 2025	2025
EDI Strategy 2021 - 2025	2025
Innovation and Technology Strategy 2022 - 2024	2023
People Strategy 2021 - 2024	2021 to 2024
Sustainability Strategy 2022 - 2027	September 2023

## Finance and our budgets 2023/2024

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

## How will we measure success?

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

- We will have restructured our Assets team and will deliver insight and data into the condition of our housing stock working closely with the council to ensure we are able to deliver the much needed zero carbon agenda.
- Increase in customer satisfaction from the new repairs system and DRS, improving the customer journey when reporting repairs.
- We will be meeting consumer and regulatory standards and publishing our results against these.
- Improved statutory compliance through a new compliance software system.
- Continue to implement schemes in the borough on social housing decarbonisation.
- Revised lettings policy implemented with a go live of September 2023.
- Continued commitment to efficiencies and value for money demonstrated through the annual value for money report.
- Increased target of 5% Apprenticeships met.

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

*Continued on next page.*

## APPENDIX A: Berneslai Homes Annual Business Action Plan

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

Theme	Measure	Description
Barnsley 2030		