



BERNESLAI HOMES BOARD MEETING#

27TH February 2025 at 4 p.m.

PUBLIC AGENDA

1.0 Apologies - Mark Johnson, Gez Morrall (Board Members) , Sarah Clyde (Head of Strategic Housing BMBC)

2.0 Declarations of Interest

3.0 Audit and Risk Committee Annual Report 2024

For Approval

4.0 Governance Update

For Information

SR

5.0 Value For Money Strategy

For Approval

EL

6.0 Resident Insight and Engagement Strategy

For Approval

DF

7.0 Void Plan

For Approval

Mike Steele

8.0 2024 Tenant Satisfaction Results and Actions

For Information

DF

9.0 Q3 Performance Summary

For Information

SR

10.0 PRIP Review Update

For Information

11.0 Quarterly Risk Update

For Information

SR

12.0 Minutes Actions from Previous Meeting held 5/12/2024

For Approval

Report Title	Audit and Risk Committee Annual Report 2024	Confidential	No
Report Author	Chair of Audit and Risk Committee	Report Status	For Information
Report To	Board 27 February 2025	Officer Contact Details	Claire Denson, Risk & Governance Manager clairedenson@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 To provide an annual overview of the activities undertaken by Audit and Risk Committee and, through self-assessment, identify opportunities for further development.</p> <p>1.2 Audit Committee considered this report (attached as Appendix A) on 29th January 2025, which was presented by the Committee Chair. As suggested at the meeting, the detailed self-assessments have been removed from the Board report. The actions will be monitored by Committee. The Committee Chair thanked Committee members and officers who regularly attend the meeting for all their hard work throughout the year which was greatly appreciated.</p> <p><u>Customer Voice/Impact</u></p> <p>1.3 The aim of the Committee self-assessment is to scrutinise the internal performance and therefore customer views are not sought for this report. There are actions within the report that may impact on tenants, including increasing diversity on the Committee.</p>
2. Recommendations	<p>It is recommended that:</p> <p>2.1 Board receive the Audit and Risk Committee Annual report 2024 (Appendix A) which provides assurance the Committee are fulfilling their remit.</p>

3. Background

- 3.1 The Audit and Risk Committee Annual Report is identified by members as best practice in evaluating current activities and identifying development requirements.

- 3.2 The Committee plays a key role in enabling the Berneslai Homes Board to meet the National Housing Federation Code of Governance (2020) principle 4: Control and Assurance: ‘The board actively manages the risks faced by the organisation, and obtains robust assurance that controls are effective, that plans and compliance obligations are being delivered, and that the organisation is financially viable.’
- 3.3 The Committee are specifically expected to undertake the following within the Code:

The Code	Evidence:
4.2 Audit committee: a committee exercises independent scrutiny and challenge to provide the board with assurance.	<ul style="list-style-type: none"> • All members are non-executive members and are not employed by Berneslai Homes. • The Chair is a qualified accountant.
(1) The committee responsible for audit meets regularly and its minutes are available to the board.	<ul style="list-style-type: none"> • Quarterly Audit Committee meetings. • Annual workplan. • Minutes mandatory and reported to board.
(2) The committee exercises oversight of the internal and external audit functions.	<ul style="list-style-type: none"> • Internal Audit report to every Committee meeting. • Annual Internal Audit plan monitored by Committee. • Oversees procurement of External Auditors. • Annually we review External Audit performance. • External Auditors report to Audit Committee twice a year presenting the audit planning report and final accounts statement.
(3) The committee annually meets with the external auditors with only non-executives present.	<ul style="list-style-type: none"> • External Auditors meet Audit Committee during Audit Committee meetings. • Standard annual agenda item with only non-execs present.
(4) The chair of the committee is a member of the board and regularly reports to it.	<ul style="list-style-type: none"> • The Chair is also a member of the board and reports the minutes/summary of every Committee meeting to board.
(5) The membership of the committee includes at least one person with recent and relevant financial experience, proportionate to the size and complexity of the organisation.	<ul style="list-style-type: none"> • Chair is a qualified accountant and is currently employed in an accounting role external to BH.

- 3.4 Included within the report process is a member self-assessment aimed at evaluating the Committee’s effectiveness and compliance with requirements.

4. Current Position/Issues for Consideration

- 4.1 The Annual Report is prepared annually and submitted to Board for information. Whilst this has been reported to January Audit Committee, from 2026, it will be reported in line with financial years and therefore moved to April Committee.

- 4.2 The self-assessment process includes a set of targeted questions for members to evaluate the performance of the Committee, then a separate set of questions for the Governance team relating to the administration of the Committee. Both assessment results have fed into the report as required.
- 4.3 The terms of reference are usually included as standard within this report. However, due to a supporting review by DTP consultants to streamline our structure and create efficiencies, the terms haven't been included as part of this report, as they will be approved in line with the recommendations of the report.

Actions and comments from the self-assessments:

- 4.4 The lack of diversity in the Committee membership was highlighted regarding age, ethnicity and gender. The succession plan has identified that the next planned recruitment to the Committee is in 2026, where any notable diversity and skills gaps will be a key consideration.
- 4.5 Assurance was requested to ensure that ARC appreciates other forms of independent (3rd Line) assurance, in addition to External and Internal Audit.

5. Customer Voice/Impact

- 5.1 The aim of the Committee self-assessment is to scrutinise the internal performance and therefore customer views are not sought for this report. There are actions within the report that will impact on tenants, including increased engagement with customers.

6. Risk and Risk Appetite

- 6.1 There is a risk that the Board, Audit and Risk Committee and management do not appreciate Berneslai Homes' key vulnerabilities and take appropriate action to manage them. The Risk Management Framework ensures that effective mechanisms are in place for the management of risk.
- 6.2 Therefore, where required these controls are monitored via:
- the Strategic and Operational Risk Register Reviews.
 - As part of the Annual Governance Statement.
 - As part of this Annual Performance Report.
 - Specific reporting to Board, such as financial reports, compliance reports etc.
 - Performance monitoring.
- 6.3 Strategic Risk Appetite – Risk Averse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to internal audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from regulators.

7. Strategic Alignment

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

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

8. Data Privacy

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

9. Consumer Regulatory Standards

9.1 This report relates to the 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 Audit and Risk Committee with assurance around their operating 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 An effective Audit and Risk Committee enables effective scrutiny of all areas, including Equality and Diversity and other relevant Human Resources policies and procedures.

13. Sustainability Implications

13.1 No specific zero carbon implications from this report.

14. Associated Background Papers on Decision Time

14.1 N/A.

15. Appendices

15.1 Appendix A – The Audit and Risk Committee Annual Report 2024.



Audit and Risk Committee

ANNUAL REPORT 2024

FOREWORD BY THE CHAIR OF THE AUDIT AND RISK COMMITTEE

I am pleased to present the Annual Report of the Audit and Risk Committee, which outlines the Committee's work and achievements over the year ending 31st December 2024.

I hope that this Annual Report helps to demonstrate the vital role that is carried out by the Audit and Risk Committee and the contribution it makes to the company's overall governance.

The report will be submitted to Board for information as a measure of evaluating the work undertaken by the Committee and making other members aware of what the Committee does. The Committee welcomed a new tenant board member at the January 2024 Committee, with consistent membership through the year and members continuing to build good relationships with each other.

A supporting review by DTP consultants to streamline our structure and create efficiencies is underway, with the recommendations likely to affect the Audit and Risk Committee Terms of Reference. Therefore, the terms haven't been included as part of this report as a one-off, as they will be approved in line with the recommendations of the report.

This has been a successful year for the Committee, and I would like to express my thanks to those officers and members who have supported the work of this Committee by presenting, discussing, challenging, and debating solutions to the ongoing risk, control and governance environment of Berneslai Homes. There has been constructive questioning by members throughout.

Berneslai Homes achieved a C1 from the housing regulator in November 2024, demonstrating our commitment to 'Transparency, Influence and Accountability'. During 2024, the Committee commenced the publication of a summary of and key decisions from each Committee meeting on our website.

The results of our formalised self-assessment, via comments from Audit and Risk Committee members, are summarised within this report. Whilst confirming a high level of compliance with 'good practice', it also highlights areas where we can improve the Committee's effectiveness. The lack of diversity in the committee membership was highlighted regarding age, ethnicity and gender, and whenever we have the opportunity to recruit to a position, these gaps will be a key consideration. Our succession plan identifies that currently no recruitment is required until 2026.

These are challenging times for Berneslai Homes but there are also opportunities to continue to move the organisation forward. I am confident that the Committee is very well placed to play a key role during 2025 and beyond.

No matters raised to management remain unresolved at time of writing this report.

Adam Hutchinson
Chair of the Audit and Risk Committee
January 2025

1. Introduction

- 1.1 This report covers the Audit and Risk Committee's activities during the calendar year 2024. It shows that the Company is committed to working as an exemplar organisation in operating the highest standards of governance.
- 1.2 This report shows how the Audit and Risk Committee has successfully fulfilled its terms of reference and has scrutinised the Company's governance and control environments.

2. Role and Responsibilities

- 2.1 The Committee performs the core Audit and Risk Committee functions recommended as good practice by the Chartered Institute of Public Finance and Accountancy (CIPFA).
- 2.2 The Committee plays a key role in enabling the Berneslai Homes Board to meet the National Housing Federation Code of Governance (2020) principle 4: Control and Assurance: *'The board actively manages the risks faced by the organisation, and obtains robust assurance that controls are effective, that plans and compliance obligations are being delivered, and that the organisation is financially viable.'*
- 2.3 The core functions are incorporated in the Committee's terms of reference, which are usually reviewed in line with this report. However, due to a supporting review by DTP consultants to streamline our structure and create efficiencies, the terms haven't been included as part of this report as a one-off, as they will be approved in line with the recommendations of the report.
- 2.4 The overall purpose of the Audit and Risk Committee is to provide an independent and high-level focus on the adequacy of delegated governance, risk and control arrangements. The committee's role in ensuring that there is sufficient assurance over governance, risk and control gives greater confidence to all those charged with governance that those arrangements are effective.
- 2.5 The Audit and Risk Committee will:
 - Promote the development of strong and effective governance arrangements and internal controls which support the delivery of Berneslai Homes' strategic aims and objectives and enable the Board to maintain overall control and consistency of approach.
 - Support the Board in ensuring that an effective framework is established and maintained for the identification and management of risk and assurance.
 - Have oversight of both internal and external audit together with the financial statements and governance related reports, helping to ensure that there are adequate arrangements in place for both internal challenge and public accountability.

3. **Audit and Risk Committee Membership**

3.1 The Audit and Risk Committee has five Members. During 2024 the membership was:

Member	Dates of appointment to Audit Committee
Current members	
Adam Hutchinson – Chair	September 2022 - current
Kevin Osborne – Councillor	September 2022 - current
Mark Johnson – SID	January 2020 to April 2020 / April 2021 – Current
Jo Sugden – Independent	April 2021 – Current
Gez Morrall – Tenant	December 2023 – current

3.2 There is strong officer support to the Audit and Risk Committee through the regular attendance of the Executive Director of Resources, Executive Director of Property Services, Head of Governance and Strategy, and Finance leaders.

4. **Meetings and attendance**

4.1 The Audit and Risk Committee had five scheduled meetings between during 2024.

Audit and Risk Committee Member	Possible Meetings	Meetings Attended
Adam Hutchinson - Chair	5	5
Mark Johnson	5	5
Jo Sugden	5	4
Kevin Osborne	5	2
Gez Morrall	5	5

Total Possible Attendances	25
Total Actual Attendances	21
Percentage Attendance	84%

5. **Core Activity 2024**

The Committee's work and outcomes in each of its areas of responsibility are summarised in the following sections.

5.1 **Internal Audit**

5.1.1 The Committee has a role to ensure that the Internal Audit function is properly resourced, and to review the activities of the Internal Audit function, including its annual work programme. The level of resource and also Internal Audit coverage has enabled an annual assurance opinion to be provided.

5.1.2 During 2024:

- Corporate Assurance delivered all major aspects of its annual plan, achieved key performance targets and adhered to professional standards.
- Management's compliance in responding to Corporate Assurance reports and implementing agreed management actions was reported to each Committee. In December 2024 Corporate Assurance reported *'there are no significant issues to report regarding the follow up of agreed management actions. Several agreed management actions have a revised implementation date, and management have provided reasons for the requirement to extend the implementation dates.'* All reports from Corporate Assurance are reported into the Committee to provide assurance that they are addressed by management promptly.
- The plan of work to be undertaken by Corporate Assurance was agreed by the Chair of Audit and Risk Committee, EMT and Corporate Assurance. It was approved at the January Audit and Risk Committee and to February Board for information. This is a risk-based approach that identifies key risk areas to be monitored.
- The Head of Corporate Assurance (Internal Audit) provides an annual report, which gives an assurance opinion in relation to the Company's Governance, Risk and Internal Control Framework. This is based on the Team's advisory and compliance work undertaken during the year, in accordance with the approved plan of activity and for which the Audit & Risk Committee receive updates at each meeting. In terms of the 2023/24 report, which the Berneslai Homes Audit and Risk Committee considered at its meeting on the 13th June 2024, the Head of Corporate Assurance (Internal Audit) gave a Reasonable (positive) annual assurance opinion. Whilst a reasonable assurance opinion was given, the Audit and Risk Committee were asked to ensure that the agreed management actions, included in the assurance reports throughout the year to address findings and implications raised, are fully and timely implemented to improve the framework. The 2023/24 agreed management actions were generally implemented on a timely basis, with valid reasons having been provided by management where revised implementation dates were required.

5.2 External Audit

- The Committee works closely with External Audit, and they are included in the full circulation list for formal meetings of the Committee.
- In April 2024, the Committee received and discussed the External Audit Plan.
- In August 2024, the Audit and Risk Committee received and discussed the Annual Audit Letter with BDO and was satisfied that the key issues identified were being addressed.
- A standard annual agenda item each August ensures Committee members meet with External Audit without management in attendance. This was utilised in August 2024.

5.3 Internal Control incorporating Risk Management, Financial Probity and Stewardship

5.3.1 The Audit and Risk Committee:

- Received, considered and recommended to Board the Annual Governance Statement and the action plan to address further development activities. The report utilises the Assurance Framework, with input from SMT and EMT feeding into the action plan, which is monitored by Committee as part of the Quarterly Risk Update. The annual report also provides Committee with assurances of works undertaken throughout the year on tackling fraud.
- Received the annual risk management report, which provided assurance of the effective implementation of the new risk framework 12 months on.

5.4 Accounts

5.4.1 The Audit and Risk Committee received and considered the final annual accounts and recommended them to Board, meeting the statutory timescales.

5.5 Compliance

5.5.1 Throughout the year, continued scrutiny of compliance included:

- The application of the General Data Protection Regulations (GDPR), Data Protection Act, Information and Cyber Security
- The ongoing undertaking of the risk management framework.
- Performance around the Building Safety Compliance Scorecard.

6. Outcomes for 2024

6.1 Our main focus is on adding value through our activity. By concentrating on outcomes, we can identify the benefits of our work. Our key overarching achievements this year are:

6.1.1 Training received:

- a) The Chair of Audit Committee attended a number of personal development sessions, to enhance his contribution to the Committee, including Zero Carbon and Sustainability, Building Safety and Compliance, PRIP/DLO
- b) Joint BH/BMBC Briefing regarding the Social Housing Regulations
- c) Annual overview provided by BMBC Internal Audit and Financial Services regarding Berneslai Homes Investments.
- d) The new Tenant Board Member undertook the Committee induction programme, including external finance sessions with a finance consultant.

6.1.2 Areas of activity:

- a) Continued monitoring of progress on Repairs First implementation to ensure we met the challenging targets and budgets.
- b) Commenced the scrutiny of 6-monthly fraud updates by Corporate Assurance.
- c) Enhanced engagement with professional networks and other avenues of ensuring members are up to date with current thinking. And continued to promote causes which advance our customers' best interests.
- d) BMBC IT team attended ARC to undertake a deep dive into cyber security.
- e) Commencing in 2024, ARC publish a summary of and key decisions from each meeting on our website.

6.1.3 Continued progress:

- a) 6-monthly catch-up meetings with the BMBC Head of Corporate Assurance and the ARC Chair.
- b) ARC update provided at each board meeting, which is attended by BMBC.
- c) Supporting the Internal Audit and Risk Management functions to raise their profile and improve the response to audit reports and the implementation of recommendations.
- d) Enquiring and challenging the Company's procedures and performance to satisfy itself that arrangements are in place and effective to enable the Committee to meet its responsibilities in providing assurance to the Board.
- e) Succession & development – The Committee Chair undertook the annual discussion with the Head of Governance and Strategy. Met with External Audit independently in August 2024 (annual meeting). The DPO provided by BMBC continues to report into Committee.

7. **Plans for 2025**

7.1 To ensure that we continue to develop, we will ensure:

7.1.1 To undertake the actions identified as part of this report:

- a) To implement recommendations from the DTP review to streamline governance structures and generate efficiencies.
- b) Committee members will be invited to join EMT to undertake a thorough review of strategic risks, which will result in a fully refreshed risk register that is fully representative of Berneslai Homes' current position. This will be scheduled for Spring 2025.
- c) To ensure that ARC appreciates other forms of independent (3rd Line) assurance in addition to External and Internal Audit.

7.1.2 Continued progress by:

- a) Continuing to be vigilant in overseeing evolving technology to ensure effective delivery.
- b) Ongoing scrutiny of NHF Code of Governance self-assessment and review progress against actions.
- c) Seeking briefings from the Executive Director of Resources on technical issues as required.
- d) Playing a critical role in scrutinising the Annual Governance Statement and in so doing ensuring all governance arrangements are reviewed.
- e) Continuing to assist and support officers to promote the work of the Committee and the roles of audit and risk management and scrutinise the implementation of the risk framework.
- f) Supporting the continued production of high quality and compliant statutory accounts and general good practice in financial management.
- g) Helping to further increase awareness within the Company of its governance arrangements.
- h) Reviewing the monitoring of the quality of audit services being provided (both internal and external). With focus on the implementation of the revised Internal Audit Standards in 2025.
- i) The BMBC Investment Manager continues to annually attend ARC to present Investment Strategy.
- j) Ensure Members continue to receive the necessary training to fulfil our responsibilities.
- k) Continue to review of risks, issues and concerns and ensure that all relevant areas are being scrutinised more deeply by the Committee. Encourage external reviews where Audit Committee feel they are beneficial.
- l) To support proactive agenda setting by Committee members, the draft agenda will be sent to members before each meeting for feedback on any additional areas they wish to include for discussion. This will be sent out following the board meeting held prior to the Audit and Risk Committee.
- m) To continue to enhance engagement with professional networks and other avenues of ensuring members are up to date with current thinking. And to promote causes which advance our customers' best interests.

We are pleased with the progress and response to the challenges this year has brought. We look forward to building on this further, next year.

***Berneslai Homes Audit and Risk Committee
January 2025***



Creating great homes and communities
with the people of Barnsley

Report Title	Governance Update	Confidential	No
Report Author	Head of Governance and Strategy	Report Status	For information
Report To	Board 27th February 2025	Officer Contact Details	samantharoebuck@berneslaihomes.co.uk clairedenson@berneslaihomes.co.uk

1. Executive Summary	<p>This Governance Update Report provides key updates on governance issues for the Board.</p> <p>This report gives an update on the recruitment process for a new Councillor Board Member and provides the scope of the DTP governance review.</p> <p><u>Customer Voice/Impact</u></p> <p>1.3 This report is an update around the governance of the Board and therefore customer views have not been sought specifically for this report. Good governance supports tenants by ensuring their need and concerns are central to decision making. The scope of the DTP review will consider this further.</p>
2. Recommendations	<p>Board are requested to:</p> <ol style="list-style-type: none"> I. Note the update on the Councillor Board Member recruitment and Board responsibilities under the NHF Code of Governance. II. Note the scope provided for the DTP governance support.

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.

4. Current Position /Issues for Consideration

Councillor Board Member Recruitment

- 4.1 Councillor Sarah Tattersall's 6-year term of Board membership will end on 25 September 2025.
- 4.2 The Memorandum and Articles were updated on 27 August 2024 to reflect the updated recruitment requirement for Councillor Board Members:
'Where possible, the recruitment process for council nominees shall commence 9 months prior to the retirement of the exiting council nominee. This will allow for a 6-month shadow period (as a non-voting board member) for the newly nominated council representative. Appointment will be by a competitive recruitment.'
- 4.3 The new trainee Councillor should therefore be in post from 1st April; hence the vacancy was advertised on 10th February with the deadline of 3rd March 2025, and a preliminary date for interviews is scheduled for the 19th March 2025.
- 4.4 Under the NHF Code of Governance one of the four main principles is Board Effectiveness – *Maintaining a high performing Board through regular evaluations, training and a balanced composition of skills and experience.*
- 4.5 Board should ensure it has a diverse and balanced composition, reflecting a range of skills, experiences and background to effectively govern the organisation. The Board is also responsible for overseeing a fair, transparent and inclusive recruitment process. This includes setting clear criteria for selection and ensuring that the process promotes equality, diversity and inclusion.
- 4.6 The interview panel has been established based upon the requirements in the Board Recruitment and Selection policy and consists of the BH Board Chair, the BH Chief Executive and the BMBC Head of Strategic Housing, observed by the BH Executive Director of Resources.
- 4.7 The successful candidate will receive formal ratification at a Full Council meeting on 27 March 2025.

DTP Governance Support

- 4.8 The scope of the governance review by DTP has been provided and the initial results will be reported to the Board on 27 March:
- Embedding the principles of the National Housing Federation (NHF) Code of Governance 2020 throughout the governance framework including reporting, structures and communications
 - Review of the Board and Committee structure to determine a more streamlined Committee structure
 - Within that review, to determine how customers should be included in the governance framework with consideration of the views of BMBC
 - Development of appropriate Terms of Reference for the Committees and amendments to associated governance policies and procedures

- Review of the governance work plan (and other associated governance reports or documentation) to ensure appropriate reporting to the Committees and Board to enable effective consideration of strategy, outcome, oversight and assurance whilst minimising duplication and avoiding gaps
 - Development for EMT/SMT to further enhance the quality of reporting to Boards/Committees, covering aspects such as:
 - Focus on outcomes
 - Providing effective assurance
 - Clarity of what is being asked of Board/Committee
 - The Board's role in providing assurance to the Council – best practice and meeting regulatory expectations
- 4.9 The estimated fees for the DTP governance support are: £5,180 for 28 consultancy hours and £1,295 to undertake the facilitation of the proceeding away day. The cost is within existing budgets.

Governance Handbook

4.10 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.

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 Diversity is being considered within the Councillor Board member recruitment process.

13. Sustainability Implications

13.1 No specific zero carbon implications from this report

14. Associated Background Papers

14.1 [Governance Handbook](#)

15. Appendices

N/A

Report Title	Barneslai Homes Value for Money Strategy 2024-27	Confidential	No
Report Author	Executive Director of Resources	Report Status	For Approval
Report To	Board 27 th February 2025	Officer Contact Details	Rachel Taylor rachel.taylor@berneslaihomes.co.uk

1. Executive Summary	<p>The Value for Money (VfM) Strategy 2024-2027 for Barneslai Homes outlines the importance of efficient resource management to benefit tenants and the wider community. The strategy is structured around maximizing resource efficiency, enhancing service quality, demonstrating accountability, supporting strategic planning, and, crucially, ensuring long-term sustainability by driving reductions in expenditure to eliminate the structural deficit which Barneslai Homes currently operates.</p> <p>Key elements include:</p> <ul style="list-style-type: none"> • Maximising Resource Efficiency: Optimizing resource use through careful planning and monitoring, leading to cost savings and improved services. • Enhancing Service Quality: Focusing on delivering high-quality housing and services within the available budget to improve tenant satisfaction. • Demonstrating Accountability and Transparency: Ensuring responsible use of public funds with regular reporting and adherence to regulatory standards. • Supporting Strategic Planning and Decision-Making: Incorporating VfM principles into long-term planning to prioritise projects with the greatest benefits. • Ensuring Long-Term Sustainability: Building a resilient financial foundation to provide essential services even in times of economic uncertainty. <p>The Strategy aligns with Barnsley MBC’s ambitions for 2030 and incorporates national standards and regulatory requirements. It emphasizes the importance of customer involvement, sustainable asset management, an effective people strategy, ICT investment, performance management, benchmarking, and procurement practices.</p>
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	<p>The VfM Strategy aims to provide cost-effective services that meet high standards of customer satisfaction and make optimal use of resources, ultimately contributing to the well-being of the communities served by Berneslai Homes.</p> <p>The draft Strategy was discussed by the Audit & Risk Committee on 29th January 2025 who agreed the Strategy should be amended to highlight the focus on achieving cashable efficiencies and to recommend the strategy to the Board for approval.</p> <p><u>Customer Impact</u></p> <p>The VFM Strategy sets out how Berneslai Homes will deliver value for money services to tenants and ensure resources are allocated to areas tenants tell us are important to them.</p>
<p>2. Recommendation/s</p>	<p>1. The Audit & Risk Committee recommend the Berneslai Homes Value for Money Strategy 2024 – 27 for approval by the Board.</p>

3. Background

- 3.1 Berneslai Homes (BH) recognises that maximising the value for money of the deployment of its limited financial resources is fundamental to achieving its organisational objectives on behalf of the people of Barnsley. BH takes a strategic approach to maximising value for money, publishing the Value for Money Strategy document to encompass the purpose, aims, and methods to be employed across BH in pursuit of value for money in its resource deployment.
- 3.2 The previous Strategy document covered 2020-23 and the attached refresh takes the Strategy forward to 2027.
- 3.3 While some of the basic principles and economic context have not changed since 2020, the revised and updated Strategy reflects changes in both the organisation and the environment in which it operates (e.g. changes in technology enabling smarter working).

4. Value for Money Strategy

- 4.1 The Strategy identifies the benefits to the organisation’s work (and thereby to the people of Barnsley) of taking the approach taken to value for money (VfM), setting out key areas of benefit, different elements of VfM, and how they contribute to organisational success.
- 4.2 The Strategy outlines how it aligns with both the local context, where it aligns with BMBC long term strategic goals, and in the national environment, where reference to national regulatory standards which (although not legally applying to BH) provide guidance on good practice have been considered and incorporated as appropriate.

The Strategy establishes aims and objectives to enhance the achievement of VfM at BH up to 2027 which are aligned with the medium and long term aims and objectives of the organisation, both in general, organisational plans, and specific individual strategies (such as Asset Management and ICT) which are referred to as appropriate. The Year 1 strategy action plan is included as an appendix within the strategy document.

5. Strategic Delivery

- 5.1 The Strategy itself includes details of responsibilities (at all levels of the organisation) for delivery of the Strategy and also details of how this will be communicated, both internally and to wider stakeholders.
- 5.2 Customers will be actively involved in shaping the delivery of the Strategy, with annual action plans created with reference to priorities identified through consultation with involved tenants.

9. Customer Voice/Impact

- 9.1 Customers will have an active role in identifying priorities for annual value for money action plans and will scrutinise progress and achievements.

10. Risk and Risk Appetite

- 10.1 With the company currently operating with a structural financial deficit, failure to pursue a proactive approach to improving value for money in use of resources would be a very high risk to the organisation over the medium to long term, with a potential outcome of failure being Berneslai Homes ceasing to be financially viable. Pursuing a proactive Value for Money Strategy represents a substantial mitigation to those risks.

11. Strategic Alignment

- 11.1 This Strategy aligns with both Berneslai Homes and Barnsley Metropolitan Borough Council (BMBC) long terms general strategies, and a number of specific functional strategies at Berneslai Homes as detailed in the strategy document.

12. Data Privacy

- 12.1 None arising directly from this report.

13. Consumer Regulatory Standards

- 13.1 The VFM Strategy will be delivered in accordance with the Transparency, Influence and Accountability Standard, listening to tenants is essential to understanding where resources should be deployed.

14. Other Statutory/Regulatory Compliance

- 14.1 None arising directly from this report.

15. Financial

15.1 The implications of delivery of the Strategy are expected to have a positive impact on the financial health of Berneslai Homes, which at the point of writing have not been quantified.

16. Human Resources and Equality, Diversity and Inclusion

16.1 Engaging colleagues will be essential to ensure we deliver the objectives of this strategy.

17. Sustainability Implications

17.1 There are strong positive synergies between approaches to environmental and financial sustainability, such as waste minimisation, which are directly explored in the strategy.

18. Associated Background Papers

18.1 N/A

19. Appendices

Appendix A - Berneslai Homes Value for Money Strategy 2024 – 2027 (draft)
Appendix B – VfM Action Plan



Value for Money Strategy
2024 - 2027

Why have a Value for Money Strategy?

Berneslai Homes, as with all social housing providers, operates in a challenging financial environment and as a consequence currently operates with a structural financial deficit that, if it is not addressed, threatens the long-term viability of the organisation, undermining the ability to sustain operations and meet the needs of tenants. Consequently, there is an urgent need to identify and achieve reductions in expenditure while simultaneously meeting increasing demands for services and works.

Effective management of Berneslai Homes' resources is crucial for ensuring that resources are utilised in the optimum way to benefit tenants and the wider community. Improving the value for money achieved from the deployment of resources is essential for ensuring the future stability and success of Berneslai Homes.

Maximizing Resource Efficiency

Actively focussing on VfM strategically allows Berneslai Homes to optimise the use of its available resources. By carefully planning and monitoring expenditure, we can ensure that funds are allocated effectively to areas of greatest need. This includes maintaining and improving housing stock, providing high-quality services, and supporting tenants. Efficient resource management helps achieve significant cost savings, which can be reinvested into further improving services and housing conditions.

Enhancing Service Quality

VfM is not solely about cutting costs; it is also about delivering the best possible services within the available budget. A robust VfM strategy helps ensure that Berneslai Homes provides high-quality housing and services that meet tenants' needs and expectations. By focusing on outcomes and performance, the organisation can continually improve the standards of living for its residents, leading to higher tenant satisfaction and better overall community well-being.

Demonstrating Accountability and Transparency

A commitment to VfM demonstrates that Berneslai Homes is a responsible and transparent steward of public funds. It assures stakeholders, including tenants, Barnsley Metropolitan Borough Council (BMBC), and regulators, that the organisation is dedicated to using its resources wisely and achieving the best possible outcomes. Regular reporting on VfM initiatives and outcomes fosters trust and accountability, essential for maintaining a positive reputation and securing ongoing support and funding, in line with the Regulator of Social Housing's Transparency, Influence and Accountability Standard (one of its four Consumer standards), requiring landlords to be open with tenants and treat them with fairness and respect enabling them to influence decision making and hold their landlord to account.

Supporting Strategic Planning and Decision-Making

Incorporating VfM principles into strategic planning helps us make informed decisions that align with long-term objectives. By evaluating different options through a VfM lens, we can prioritise projects and initiatives that offer the greatest benefits relative to their costs. This strategic approach ensures that we remain focused on our mission while adapting to changing circumstances and emerging challenges.

Ensuring Long-Term Sustainability

A dedicated VfM strategy contributes to our financial sustainability. By continuously seeking ways to improve efficiency and effectiveness, the organisation can build a resilient financial foundation. This long-term perspective is vital for ensuring that we can continue to provide essential services and support to our tenants, even in times of economic uncertainty or funding constraints.

By maximizing resource efficiency, enhancing service quality, demonstrating accountability, supporting strategic planning, and ensuring long-term sustainability, a VfM strategy enables Berneslai Homes to fulfil its mission and positively impact the lives of the communities it serves.

What is Value for Money?

Value for Money is about maximizing the benefits derived from available resources. It is often described using "the three E's" - economy, efficiency, and effectiveness.

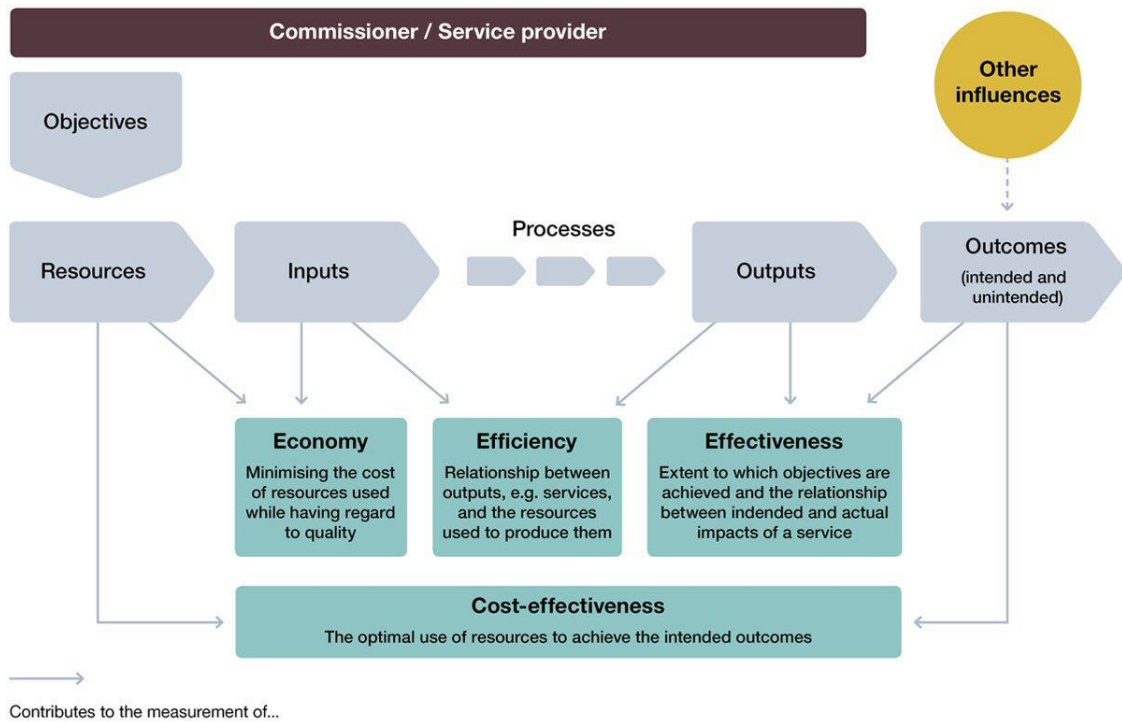
- Economy – minimizing the cost of resources for an activity (“doing things at the right price”)
- Efficiency – how much output is gained in relation to the input (“doing things in the right way”)
- Effectiveness – the extent to which objectives are achieved (“doing the right things”)

Outputs may be expressed in terms of:

- Quantity – e.g. reducing the number of accounts in arrears.
- Quality – e.g. quality of housing service provided as measured by tenant satisfaction scores

Having the "right people" is also essential to ensuring VfM. Berneslai Homes aims to be an employer of choice with committed, skilled, and empowered employees, supported by modern employment practices.

Value for Money is achieved when there is an optimal balance between economy, efficiency, and effectiveness. In other words, costs are minimized, productivity is maximised, and outcomes are successful.



Source: National Audit Office

Local Context

Our shareholder (Barnsley MBC) has defined its ambitions for 2030 under the following area for development:

- Healthy Barnsley
- Growing Barnsley
- Learning Barnsley
- Sustainable Barnsley

Barneslai Homes works closely with the council to align our strategies to meet the challenges and opportunities of their new Corporate Plan and the Barnsley 2030 vision

Barneslai Homes' vision is "Creating great homes and communities with the people of Barnsley", which we embody through our values of "Customer First", "Can Do Attitude" and "Curious". Our Strategic Plan for 2021-2031 outlines our goals for our customers and community and how we contribute to the delivery of Barnsley MBC goals.

The optimisation of Value for Money is fundamental to the achievement of these objectives.

National Context

Government Policy

Long-term underfunding of HRAs (Housing Revenue Accounts) against expected demands on resources present an ongoing and substantial strain on the finances of Local Authority social housing providers. Further pressure on revenue collection results from changes in social security benefit arrangements. In this environment, VfM is both more crucial and more challenging to achieve.

In addition to changes resulting from general economic and social policy, various regulatory changes in response to specific challenges (e.g. damp and mould following the case of Awaab Ishak and post-Grenfell fire safety) can be expected to add yet more financial pressure and further increase the importance of maximising VfM in the deployment of resources.

National Standards

The Regulator of Social Housing publishes a Value for Money Standard establishing required outcomes and specific expectations of the approach and actions of housing providers. It does not apply to Local Authority Registered Providers, however, it provides guidance and establishes best practice in pursuing delivery of value for money in social housing and informs Berneslai Homes's strategy regarding outcomes (clearly articulated strategic objectives, an approach agreed with the board demonstrating delivery of VfM, articulating how the strategy meets needs, and optimising the economy, efficiency and effectiveness of resource utilisation). The detailed requirements of the standard specifically inform the approach to pursuing VfM through the organisation and to accountability and transparency

A new set of consumer standards were brought into force in 2024, under which the regulator assesses landlords against four new consumer standards and holds them to account by carrying out regular inspections and scrutinising data on tenant satisfaction and repairs.

This follows the regulator introducing tenant satisfaction measures (TSM) in April 2023 as a metric by which to assess how well social landlords in England and Wales are doing at providing quality homes and services.

The economic standards set by the regulator will remain unchanged. These include the value for money standard, which ensures providers make best use of their resources.

Value for Money Aims & Objectives

Berneslai Homes is committed to achieving the following Value for Money aims:

- To provide cost-effective services that give high levels of customer satisfaction
- To maximize the value derived from the utilisation of resources available

Underpinning our VfM aims, Berneslai Homes has the following objectives:

- To improve VfM
- To have an effectively managed approach to VfM
- To promote ownership and awareness throughout the organization, with customers and other partners/stakeholders

- To demonstrate VfM

Value for Money is embedded in everything we do and can be classified in terms of the 5Ps:

- Planning
- Performance management
- Processes & Procedures
- Partnerships
- Procurement

Planning for the Long Term & Strategy

To ensure we are effective and 'doing the right things,' it is essential to have robust strategies and long-term plans, and VfM principles must be integral to them.

Strategic Plans

Our Value for Money (VfM) Strategy is built around the direction set by Berneslai Homes' Strategic Plan 2021-31. This provides a clear roadmap for the company, ensuring that all our efforts can be aligned with our long-term goals. The VfM Strategy supports this by focusing on delivering services efficiently, making the most of our resources, and always looking for ways to improve. By weaving VfM principles into our everyday operations, we support achievement of the strategic goals, such as boosting customer satisfaction, investing in sustainable housing, and building strong community ties. This contributes materially to creating great homes and vibrant communities with the people of Barnsley.

The Berneslai Homes three-year vision sets a clear direction and objectives for the Company, and establishes priorities. The most recent iteration at the time of writing (2024) clearly articulates a priority area of work being cost reduction, with specific focus on investment in technology as a lever to improve operational efficiency.

The three-year vision then informs detailed annual business action plans which set specific objectives for the year and identify e.g. efficiency gains as a specific goal (where applicable) of individual actions.

Customer Involvement

Customer involvement is a cornerstone of our strategy to maximise value for money at Berneslai Homes. By actively engaging with our tenants, we ensure that our services are aligned with their needs and expectations, resulting in more efficient and effective service delivery.

Our robust engagement framework includes a variety of forums and panels such as the Tenant Voice Panel, Scrutiny Panel, and Customer Services Committee, which allow tenants to provide feedback and scrutinise our performance. This direct input from tenants helps us identify areas for improvement, streamline processes, and allocate resources more effectively, ultimately leading to cost savings and enhanced service quality.

We also utilise customer insight data, gathered through surveys, complaints, social media, and other channels, to understand tenant behaviours and demands. This data-driven approach enables us to tailor our services to meet the specific needs of our tenants, reducing waste and ensuring that our efforts are focused on delivering the highest value.

Furthermore, our commitment to transparency and accountability means that tenants are regularly informed about how their input has influenced decisions and improvements. This not only fosters trust and collaboration but also ensures that we remain responsive and adaptable to changing needs.

By embedding customer involvement into our value for money strategy, we create a continuous feedback loop that drives innovation, improves satisfaction, and ensures that every pound spent delivers maximum benefit to our tenants and the wider community.

Sustainable and Active Asset Management

The Updated Asset Management Strategy 2021-26 outlines a framework for managing Barnsley's 18,645 homes, focusing on six key aims to deliver value for money:

- **Safety and Maintenance:** Invests £100 million over five years to improve 6,500 homes, enhancing customer satisfaction and efficiency.
- **Customer Responsiveness:** Uses area profiles and property appraisals to ensure investments meet customer needs, optimizing resource allocation.
- **Attractive Communal Spaces:** Maintains high standards in communal areas, fostering a positive environment and enhancing quality of life.
- **Efficient Asset Management:** Focuses on data analysis and maintenance planning to minimize reactive repairs and manage budgets better.
- **Innovation and Sustainability:** Implements energy-efficient solutions, such as solar PV systems, to reduce carbon emissions and achieve long-term savings.
- **Strong Partnerships and Social Value:** Builds partnerships with suppliers to deliver training, employment opportunities, and support for local organizations.

This strategy ensures value for money through strategic planning, targeted investments, and a commitment to sustainability and community development.

People Strategy

The People Strategy at Berneslai Homes seeks to maximise value for money by enhancing employee performance, fostering cost-effective training, and promoting internal recruitment. Colleagues contribute through:

- Increased productivity and service delivery from a motivated workforce.
- Efficient use of internal training programs.
- Reduced hiring costs due to lower turnover and internal promotions.
- Adoption of agile working and mobile technologies to streamline operations.
- Engaging in social value initiatives and community volunteering.
- Encouraging diversity and inclusion to drive innovation and better outcomes.

ICT Strategy

Barneslai Homes' mission, "Creating great homes and communities with the people of Barnsley," drives us to be at the forefront of the social housing sector. We seek to adopt new technologies, find more efficient ways of delivering services to customers, and streamline back-office functions.

All proposed investment in ICT is supported by a robust business case demonstrating the link to the organisation's strategic objectives.

Performance Management

Effective performance management ensures the delivery of key business and service priorities. A comprehensive and robust performance management framework is in operation, with further improvements planned. Performance targets are challenging, reasonable, meaningful, and linked to organisational aims and objectives. Managers review them monthly, with variances reported to a Performance Management meeting for discussion and remedial plans. Performance is reported quarterly to the Board, Council, and tenants.

Financial Performance

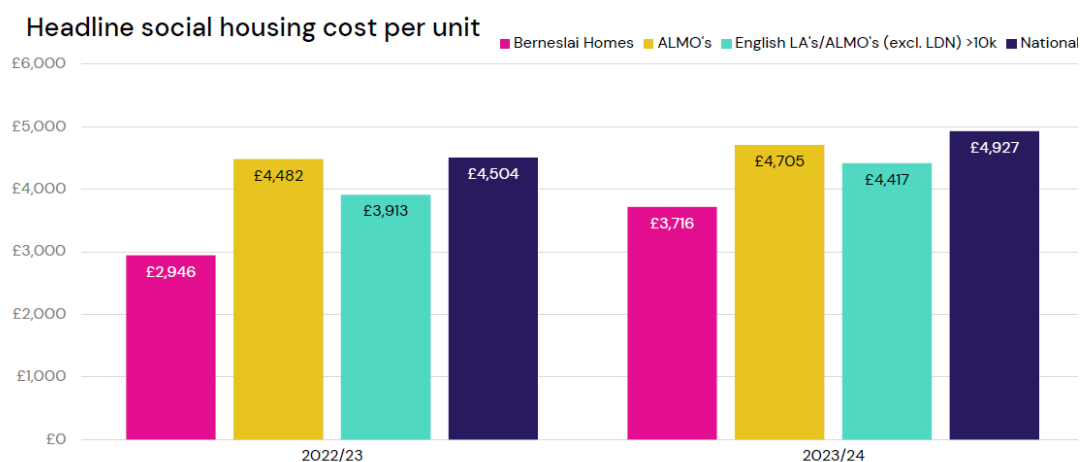
The primary tool for planning and controlling expenditure is the budget setting process. Base budgets are set annually, with staffing budgets built from zero base using approved structures. Managers play a central role in this process, assessing the need for each budget line and those assessments must be informed by the VfM principles outlined in this strategy. SMT receives monthly updates on key budget issues, with monthly monitoring by budget holders supported by Finance Business Partners, and quarterly reporting to the Board.

A key area requiring further development is bringing together operational and financial performance information in order to focus on the value of outputs and / or outcomes achieved and be able to assess the value for money of financial resources deployed (money spent) where historically financial performance information has focussed almost exclusively on quantifying expenditure rather than assessing the efficiency and effectiveness of that deployment.

Benchmarking

Berneslai Homes will continue to participate in the “Housemark” external benchmarking club, where key performance measures are compared to other providers in the sector, allowing us to identify, for instance, areas where we outperform or underperform relative to similar organisations. While this may be often seen as a way of identifying deficits (relative underperformance) it can also highlight areas where we are outliers of overperformance, informing resource allocation decisions to maximise effectiveness.

Unit Costs Increasing



Source: Financial statements

Procurement

The Berneslai Homes Procurement strategy focuses on modern procurement, collective purchasing, e-procurement, and partnerships. Objectives include meeting company contract procedure rules, supporting the local economy, and achieving efficiency savings. A Procurement Plan sets out the procurement route for all contracts, with efficiency savings recorded on the company efficiency register.

Going Green

Berneslai Homes' low carbon strategy shifts from fossil fuel-based energy to renewable technologies, reducing fuel poverty and achieving VFM. Investments include solar PV projects, heat network projects, and domestic air-sourced heating installations, supporting the government's aim of Carbon Zero by 2050. The value for money benefits to Berneslai Homes of energy efficiency are clear and obvious. Wider benefits accrue most directly to tenants living in homes which will be more affordable to run, but also to the wider community and beyond through mitigating the negative (and high financial cost) impacts of carbon generated climate change.

Roles & Responsibilities

The responsibility for VfM lies with all members of staff within Berneslai Homes. It is not restricted to senior management or those with direct budgetary accountabilities.

The Board takes a strategic overview of VfM to ensure the strategy is being delivered and provides challenge to ensure VfM is at the heart of the decision-making process.

The Audit Committee must satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness through best value practices. The Chair of the Audit Committee is the VfM Champion reporting to the Board on the VfM Strategy.

The Senior Management Team is responsible for implementing arrangements that will ensure VfM is being delivered. The Director of Corporate Services takes the lead on VfM.

Managers have the responsibility to be aware of good practice in their own area of operation and to ensure that this is followed appropriately.

All staff should endeavour to seek and achieve VfM in all activities and to bring to management's attention any opportunities for improvement or financial savings.

Awareness Raising and Involvement

Customers shape the services we deliver through the wide range of involvement methods available, and this is essential to ensure we are doing the right things in the right way. This draft strategy will be discussed with tenants selected from our engaged tenant pool with whom we will discuss budget and tenant priorities.

Board awareness on VfM is raised through reports and workshops.

VfM is part of the Staff Core Competencies. It is covered by the Chief Executive at staff induction. The profile of VfM is also raised through other internal communication channels.

Appendix B - Value for Money Action Plan 2025/26

Appendix B

Strategic Ambition	Action	Details	Date	Expected Cash Impact 2025/6 (£)	Responsible Officer
Growth of Homes and Services	PRIP Contract Review	Expected 2025/6 timetable to be determined by BMBC	31/03/2026		Executive Director Property Services
Technology & Innovation	Internal Compliance Review	Working with BMBC corporate assurance to review effectiveness of financial controls in ensuring VfM of construction services expenditure	30/06/2025		Executive Director of Resources
Employment & Training	IOSH Training scope revision	IOSH training requirements limited to appropriate managers	30/09/2025	2	Executive Director of Resources
Employment & Training	Apprenticeships scope revision	Curtail scope of apprenticeships scheme	01/04/2025	128	Executive Director of Resources
Technology & Innovation	Migration of phone accounts	Migration to new telecoms supplier, cash savings generated	31/12/2025	13	Executive Director of Resources
Technology & Innovation	NEC process developments	Project to deliver efficiencies from utilisation of new systems	31/12/2025		Executive Director of Resources
Technology & Innovation	Outsourcing of stores function	Exit from Carlton with new managed service in place by 1st September 2025	01/09/2025		Executive Director Property Services
Growth of Homes and Services	Property Services restructure	"One Team" approach	31/12/2025		Executive Director Property Services
Technology & Innovation	Financial reporting revisions	Project to increase the efficiency of production and effectiveness of internal financial reporting	30/06/2025		Executive Director of Resources
Employment & Training	Staff conference plans	Conference to be planned without additional costs	01/04/2025	13	Executive Director of Resources
Technology & Innovation	Review venue hire arrangements	Work with Barnsley College and others to use free venues	01/04/2025		Executive Director of Resources
Employment & Training	Review route to achieving professional qualifications	Ensure routes used to achieve professionalisation are cost effective and present good value for money	31/03/2026		Executive Director of Resources
Hearing Customers	Cease garden competition		01/04/2025	4	Executive Director of Customer & Estate Services

Anticipated cash impact 2025/26 (minimum)

160



Report Title	Resident Insight and Engagement Strategy	Confidential	No
Report Author	Dave Fullen, Executive Director of Estates and Customer Services	Report Status	For Approval and Recommendation to BMBC
Report To	Board 27 th February 2025	Officer Contact Details	Sarahbarnes@berneslaihomes.co.uk

1. Executive Summary

Purpose of this report

This report presents our updated Resident Insight and Engagement Strategy 2025 – 2028 (Appendix A) which has been reviewed by officers (Berneslai Homes and BMBC) and tenants.,.

It sets out the many different and inclusive ways that we hear from our customers and ensure their voices are considered and can influence service design and delivery.

Key Points

The Resident Insight and Engagement Strategy is fully aligned to our regulatory duties under the [Transparency, Influence and Accountability Standard](#)

The Resident Insight and Engagement Strategy will enable us to know more about our customers, their experiences, priorities and expectations.

The action plan (Appendix B) will deliver against the commitments in the strategy.

The Strategy requires approval from BMBC ahead of its publication.

During the time taken developing the final version of the Strategy, very positive progress has been made against actions within this plan including the following.

	<ul style="list-style-type: none"> • We've implemented Voicescape software which integrates with our IT system to enhance and increase the capture and analysis of customer feedback. • We've increased resident feedback via an extended range of surveys. So far this year we have reached out via surveys to 12,570 tenants and heard from 4,774 tenants completing both our transactional surveys (3,594) and Tenant Satisfaction Measure perception survey (1,180). • We've developed stronger connections and positive outcomes for under represented groups including the Traveller Community and Care Leavers; • We've held many local conversations across the borough resulting in local action plans and initiatives. • We've increased our pool of directly involved residents, which is now more representative of our tenant profile. • We're publishing a wider range of information to demonstrate the difference the tenant voice has made.
<p>2. Recommendation/s</p>	<ul style="list-style-type: none"> • Board recommends the Resident Insight and Engagement Strategy 2025-2028 for approval by BMBC Cabinet. • Board endorses the updated action plan to support the Insight and Engagement Strategy 2025-2028. • Board notes the soft approach to launching the Strategy with the focus being on continued publication of outcomes for tenants. • Board supports the continued presentation of a summary of Insight and Engagement outcomes at each committee with an annual progress report on actions and impact being presented to Board and BMBC Cabinet.

Background

3.1 The past few years have seen some of the most significant events in social housing, with the Grenfell fire tragedy in 2017, the tragic death of Awaab Ishak in 2020, and a significant increase in severe maladministration determinations from the Housing Ombudsman highlighting failings in the adequacy of social housing and especially the lack of tenant involvement and empowerment.

3.2 The Social Housing (Regulation) Act 2023, and the revised range of Consumer Standards set out a proactive approach to regulating social housing, ensuring standards are met and giving powers for the Regulator of Social Housing to take action against failing landlords.

The Consumer Standards set out landlord responsibilities and ensure that residents:

- are safe in their home;
- know how their landlord is performing;
- have their complaints dealt with promptly;
- are treated with respect;
- have their voice heard by their landlord; and
- have a good quality home and neighbourhood to live in.

[The Transparency, Influence and Accountability Standard](#) is the standard which sets out the specific expectations for landlords to actively support tenants get their voices heard, to know their customers and to respond to their needs and expectations in a transparent and accountable way.

- 3.3 In 2019, following an external review by the Tenant Participation Advisory Service (TPAS), we revised our model for tenant engagement and influence. TPAS completed a planned Smart review in 2021/22 and whilst we received full assessment score and supported our model and positive approach, they recognised that we still needed to widen opportunities to ensure we heard a more diverse voice and made better use of our existing knowledge and information about our customers. More recently we have recognised that whilst we have a good range of formal engagement opportunities, we have become over reliant on small pool of active tenants who give their time and views freely and frequently, but who are increasingly less representative of our wider tenant population.
- 3.4 Recognising that we needed to do things differently, in 2022 we appointed Housing Quality Network (HQN) to explore creative solutions to extend our reach and insight.
- 3.5 We have been working with our active tenants and considered various approaches from across the wider social housing sector to refresh our strategic approach to insight and engagement.
- 3.6 The Resident Insight and Engagement Strategy was developed in the summer of 2024 and was approved by Board in July 2024 ahead of the regulatory inspection. Following Board's approval, a small number of our engaged tenants raised concerns that we had not fully reflected their views and asks within the strategy. We acknowledged their concerns and agreed to work with them and BMBC officers after the regulatory inspection to ensure the strategy was agreed by all parties.

4. Current Position /Issues for Consideration

- 4.1 The Resident Insight and Engagement Strategy 2025/28 (Appendix A) sets out the many different and inclusive ways that we will hear from our customers, ensure their voices are considered and that residents can influence service design and delivery. The version has been developed in collaboration with tenants and residents and was approved by BMBC senior officers and active tenants at a meeting 30th January 2025.
- 4.2 This is a key strategy which will require approval by BMBC to ensure that they, as Landlord, are assured that our approach to insight and engagement meets regulatory duties and makes a difference for tenants and Barnsley.
- 4.3 The Resident Insight and Engagement Strategy, which is fully aligned to our regulatory duties under the [Transparency, Influence and Accountability Standard](#), will enable us to know more about our customers, their experiences, priorities and expectations. It sets out the following.
- What insight and engagement is.
 - How tenants and residents can make their voice heard.
 - How we support residents to get their voices heard.
 - How our Board and BMBC will hear the resident voice.
 - How we monitor success and share the difference the resident voice has made.
- 4.4 The action plan (Appendix B) which was developed to deliver against the commitments in the strategy has been updated to reflect progress and changes in the strategy.
- 4.5 Positive progress has been made against actions within this plan, with regular updates being presented to Customer Services Committee (see background papers) including the following.
- Implementation of Voicescape software which integrates with our IT system to enhance and increase the capture and analysis of customer feedback.
 - Increased resident feedback via an extended range of survey. So far this year we have reached out via surveys to **12,570** tenants and heard from **4,774** tenants completing both our transactional surveys (3,594) and Tenant Satisfaction Measure perception survey (1,180). (Summary Appendix C)
 - Stronger connections and positive outcomes for under-represented groups including our Traveller Community and Care Leavers (Summary at Appendix D).
 - Delivery of many local conversations across the borough resulting in local action plans and initiatives.

- Increased direct involvement which is now more representative of our tenant profile (Profile at Appendix E).
- Improved information about the opportunities to get involved.
- More regular publishing of information to demonstrate the difference the tenant voice has made. We publish outcomes on our [website](#) and summaries in our e-bulletin, social media, Annual Report and Berneslai Beacon.

4.6 Launch of the strategy

Within 2 weeks of approval by BMBC, the Strategy will be published online and all existing web content will be updated. We are currently reviewing content and agreeing with our involved tenants. Following tenant consultation we do not intend to do a high profile public launch of the Strategy but will focus on continued promotion of positive outcomes and opportunities to get involved (through all media channels). (See 5.3 for rationale)

An internal launch of the strategy will take place via our Leadership Forum and Team Brief process and our engagement team will actively support the delivery of awareness sessions with staff.

5. Customer Voice/Impact

- 5.1 Delivery against this strategy and action plan will have a positive impact for tenants and residents.
- 5.2 Involved residents have been involved in the development of the strategy through attendance at meetings with both Berneslai Homes and BMBC officers. We also widened the opportunity to influence and give feedback on the strategy via a survey to 39 of our actively engaged tenants and received 16 responses. In addition to this we asked TPAS (England's leading tenant engagement experts) to assess the Strategy. They made some very minor suggestions which have all been incorporated. They did comment positively that it was good to see that the recommendations made from their Smart Review had been incorporated into the strategy, particularly around widening our reach using different approaches. Here is a summary of the main changes since Board previously considered the Strategy.
 - Changes to colour ways to improve accessibility.
 - Reordering of some sections to ensure it is clear that engagement is everyone's responsibility.
 - Adding in a chart to demonstrate how all aspects of our approach to insight and engagement link together.
- 5.3 Throughout the process, involved residents have been clear that the publication of the Resident Insight and Engagement Strategy and action plan is the easiest aspect of making the tenants' voice heard and more influential. Their primary requirement is that we actively deliver against the commitments in it and can demonstrate that we have listened to a wide range of tenants and residents and responded to their voice.

They have made the following specific asks:

- Engagement is every staff member's responsibility. We must run a high-profile internal launch of the strategy as this is essential to ensure staff understand their responsibility.
- We must update web content and printed information for those not online.
- When we develop publicity, we should focus on outcomes for tenants as this shows that we truly listen and respond. This is about demonstrating respect and will encourage other residents to share their voice.

6. Risk and Risk Appetite

- 6.1 The widened opportunities for involvement and insight as set out in this strategy aim to increase our understanding of tenants and residents and in turn reduces the risk of us not getting things right for them, or not meeting our regulatory duties.
- 6.2 The Action Plan commitment to review the role of the Tenant Voice Panel will reduce our reliance on this small but very active group of engaged tenants and so reduce the risk of "volunteer burn out" and ensure we hear a wider tenant voice. We will reduce this risk through ongoing support of individual tenant representatives and ongoing publicity of opportunities for tenants to be actively involved.
- 6.3 The full delivery of the Resident Insight and Engagement Strategy requires the successful implementation of Voicescape and the implementation of a CRM, as this will not just make it easier for us to reach out to tenants, but will enable us to integrate and layer tenant feedback with our management information. Both these projects are in development and any emerging risks will be managed with any governance updates provided.
- 6.4 There is a risk that with a wider and more regular range of feedback from tenants, that we do not have the capacity to respond effectively nor make changes which meets the requirements of tenants in the context of financial and sector pressures.

The Resident Insight and Engagement Strategy has to be underpinned with increased transparency so that tenants have a better understanding of how we operate and the challenges we face. The action included on the action plan to review and enhance our website will increase transparency. This review is ongoing.

7. Strategic Alignment

- 7.1 The Resident Insight and Engagement Strategy aligns fully with our Hearing Customers ambition and our company values:
- The Resident Insight and Engagement Strategy ensures we put **customers first** by providing a range of ways for them to be heard and to value and consider their feedback in our service design and delivery.

- The Resident Insight and Engagement Strategy ensures we have a **can-do** attitude in listening and learning from our tenants and making it easy for tenants to be involved in a way that suits them.
- The Resident Insight and Engagement Strategy ensures we are **curious** in fully hearing what residents say, experience and expect.

7.2 The Resident Insight and Engagement Strategy is aligned to all aspects of BMBC's 2030 Vision. Listening to and understanding our tenants will ensure that in the context of social housing: *'we meet the needs of today, without compromising the needs of the future and encourage people to connect to each other as well as to our place.'*

7.3 BMBC's approval of the Resident Insight and Engagement Strategy and ongoing oversight or progress and impact will ensure the delivery of the strategy's aims.

8. Data Privacy

8.1 A DPIA is not needed as a direct result of this strategy. Any DPIAs required for the specific activities included in the strategy are completed when required. The strategy aligns with our duties under GDPR.

9. Consumer Regulatory Standards

9.1 Regulatory duties related to hearing and responding to the tenant voice are included in the [Transparency, Influence and Accountability Standard](#) . The key aspects relevant to this strategy are that landlords must do the following:

9.2 Use relevant information and data to:

- a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and
 - b) assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.
- Give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services.
 - Assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services.
 - Provide accessible support that meets the diverse needs of tenants so they can engage with them.
 - Work with tenants, to regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement. They must implement changes as appropriate to ensure services deliver the intended aims.

10. Other Statutory/Regulatory Compliance

10.1 The Resident Insight and Engagement Strategy meets our requirements under the Social Housing Act 2023.

10.2 The HOS Complaint Handling Code is a legal duty under the Social Housing Act 2023 and within this code there is a requirement for landlords to learn from complaints.

This Resident Insight and Engagement Strategy sets various ways that we listen to our tenants with learning from complaints being just one aspect.

10.3 Listening to tenants as set out in this Resident Insight and Engagement Strategy will strengthen our ability to meet our legal duties to keep tenants safe in their homes.

11. Financial

11.1 There are no direct financial implications as a result of this report.

12. Human Resources and Equality, Diversity and Inclusion

12.1 There are no direct Human Resource impacts as a result of this Customer Insight and Engagement Strategy.

12.2 This Resident Insight and Engagement Strategy aims to understand more about tenants and residents and provide a diverse range of ways to engage and remove barriers.

12.3 The action plan sets out specific actions to improve our partnership working with underrepresented groups across the borough. These actions are already in progress and seeing positive outcomes.

13. Sustainability Implications

This policy has no impacts on sustainability.

14. Associated Background Papers

- TPAS Smart Review 2022
- HQN Insight Review 2022
- Knowing our Customers Update Customer Services Committee report (Feb 2024)
- Board Customer Insight and Engagement Strategy (first draft July 2024)
- Insight and Engagement Updated (Customer Services Committee) November 2024 and February 2025)

15. Appendices

- Appendix A - Resident Insight and Engagement Strategy 2025-2028
- Appendix B - Action Plan
- Appendix C - Summary of survey feedback
- Appendix D - Care Leaver engagement outcomes
- Appendix E - Involved tenant profile

16. Glossary

CRM – Customer Relationship Management System is an IT system for not only managing interactions with customers but also offering valuable insight.

Resident Insight and Engagement Strategy 2025-2028



FOREWORD FROM COUNCILLOR ROBIN FRANKLIN, PORTFOLIO HOLDER FOR REGENERATION AND CULTURE

Barnsley Council as landlord welcomes the new customer engagement approach. With changes enacted by the Social Housing Regulation Act 2023 there's an increased emphasis for landlords and managing agents to work with tenants to hear their views and make informed decisions.

The Resident Insight and Engagement Strategy 2025-2028 sets out clear opportunities for tenants to influence decisions, strategies, policies, and services, and to hold the housing provider to account.

Consistent engagement with tenants is crucial to make sure they're involved in the shaping and delivery of services.

We support tenants and Berneslai Homes to make sure tenant views and experiences are used to make informed decisions about services.



Most of our services are delivered directly to tenants, but we value the feedback and involvement from all our customers. So when we use the word 'tenant' or 'customer' we include leaseholders, applicants, and other residents.

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INTRODUCTION FROM KEN TAYLOR, CHAIR OF BERNESLAI HOMES BOARD

Here at Berneslai Homes, we want to make sure that tenants are at the heart of all we do. We recognise that it's everyone's responsibility to listen and hear their voices.

Working on behalf of Barnsley Council, we'll provide a range of opportunities to capture the views of all tenants. Every touch point is an opportunity for tenants to get their voices heard.

Our vision for customer engagement represents our core values, which are putting the customer first, having a can do attitude, and being curious. Living our values will make sure that all our communities are great places to live, with tenants at the heart of all actions, and their views considered when making decisions.

We'll listen and respond to tenants' voices. We'll make sure we develop and deliver high quality, accessible and fair services that meet expectations and needs. We take a realistic approach and have honest conversations when we need to. Aiming to understand aspirations and needs, we'll draw on lived experience to improve services, putting frameworks in place for tenants to hold us to account and scrutinise performance.

This strategy, developed with tenants, sets out how we'll work together to develop, deliver and test the quality of services that we provide.



INFLUENCING FACTORS

This strategy has been developed in the context of the following influencing factors:

Our values

Every member of staff will embrace our values, making them relevant to their roles:

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

This strategy has been influenced in the following ways:

Berneslai Homes Strategic Plan

Our Strategic Plan sets out our objectives and what we want to achieve over the next 10 years. Our strategic plan is on our website www.berneslaihomes.co.uk

Printed copies are available on request (see back page).

Regulator for Social Housing and the Consumer Standards

Barnsley Council are regulated by the Regulator for Social Housing. As an arms-length management organisation, (ALMO), Berneslai Homes deliver services on behalf of Barnsley Council. The Consumer Standards set out clear expectations about how landlords should deliver services. The Transparency, Influence, and Accountability standard sets out clear expectations around:

- Fairness and respect
- Diverse needs
- Engagement with tenants
- Information about landlord services
- Performance information
- Complaints

Further information is available online at www.gov.uk

Housing Ombudsman Complaint Handling Code

Having a legal duty under the Housing Ombudsman Complaint Handling Code means we not only resolve individual complaints made by tenants, shared owners, and leaseholders, but we work with tenants to learn from complaints and develop and deliver a complaints service that is easy to use. More information is available on the complaints section of the [website](#).

Building Safety Act 2022

This sets out clear expectations to understand and communicate effectively with residents, developing engagement strategies for high risk buildings. More information about building safety is on our [website](#).

AIMS

We want to make sure that tenants can influence services. This strategy sets out our main aims and how we'll work, along with tenants, to achieve them over the next three years.

Alongside the strategy is an action plan, detailing how we'll meet the specific actions.



Our main aims are to:

- Encourage all tenants to express their views, good or bad.
- Actively listen and respond to what tenants tell us.
- Widen opportunities and encourage tenants to take an active role in codesign, tenant scrutiny and service delivery, increasing the impact of the tenant voice.
- Communicate clearly with tenants, in a timely manner, using a variety of communication channels, so they can hold us to account.
- Support tenants so they have all the tools and skills to effectively scrutinise service, providing training and equipment, making reasonable adjustments to remove barriers to engagement.
- Increase customer insight, so that we know more about tenants and can tailor services to meet their needs.
- Improve how we share information and feedback to tenants so they know how their views and experiences have improved services.

HOW WE'LL MEET THE AIMS

These are the resources we have to help us deliver against the strategy.

- All staff have a responsibility to hear and act upon the tenant voice
- A 3 year Action Plan
- A dedicated Customer Engagement Team
- A budget for engagement
- A tenant engagement framework and structure
- Tenant and staff training package
- Insight software
- Performance indicators
- A Board Engagement Champion
- A wider range of surveys to gather further customer insight
- Positive relationships with BMBC and external partners
- A calendar of engagement activities



On page 8 we set out how we use customer insight to help deliver against the aims. For a copy of the action plan email communityengagement@berneslaihomes.co.uk.

WHAT IS CUSTOMER INSIGHT?

Customer insight helps us to see the world through the eyes of tenants, leaseholders and prospective tenants.

There's no better way to improve our services than stepping into tenants' shoes. It allows us to get a better understanding of how tenants think and feel.

By understanding tenants' behaviours, needs, expectations, and desires, we can develop and tailor services so that they're cost effective and provide a great experience.

We gather insight in a number of ways, such as feedback through surveys, complaints, social media, online forms, data we hold on our internal systems, focus groups and any engagement or just simply when we're talking to tenants.

To sum up, customer insight plays an important role in helping us shape services.



GATHERING AND UNDERSTANDING CUSTOMER INSIGHT



Demand:

How tenants use our service

Feedback:

What tenants are saying about our service

Involvement:

How tenants can directly influence our services

Complaints:

What tenants tell us we're getting wrong

CUSTOMER DEMAND

We use data from our systems to help understand how tenants use our services.

This can include:

- Volume of repairs
- Number of online social interactions
- Complaint data including the reasons for complaints
- Rehousing data such as the number of bids and refusals made
- Contact centre call volumes

We also use this data to monitor performance and highlight any trends.

CUSTOMER FEEDBACK

We run a range of satisfaction surveys which are mostly triggered by an interaction with us. This helps us to understand customer experience when using our services.

We also collect views through the Tenant Satisfaction Measures (TSMs) survey.

We do surveys in a number of ways, for example customers may receive a text message or an email with a link to an online survey, an automated phone call where they're asked to input scores using the keypad or they receive a call from an officer at Berneslai Homes.

For a full list of surveys, what tenants told us and what we're doing about it, please see our [website](#)

COMPLAINTS

Under the terms of the Housing Ombudsman Complaint Handling Code and our [Complaints Policy](#), we promote a positive complaint handling culture and use valuable insight from complaints to help us improve services by recording and analysing trends and learning from all complaints.

Our Customer Services Team produce and monitor learning reports and actions and we report these in a transparent way to residents, staff, senior managers, Board and Barnsley Council. We also work directly with residents in our Service Improvement Panel Group which meets every 3 months to independently review complaints and the learning we have identified.



INVOLVEMENT – HEARING TENANTS

We have many opportunities for tenants to get their voices heard, all with different time commitments, so we have something for everyone. Here's what we have on offer:

Tenant Voice Panel

– are the co-ordinating group. They meet around 6 times a year, to make sure we do what we say we're doing. They monitor our performance reports, meet with officers and receive feedback from tenant representatives on other involvement groups.

Scrutiny Panel

– we aim to complete two projects per year, and take a task and finish approach to scrutiny and have a pool of tenants that come together as and when a topic is live. Meeting regularly, they take a deep dive into our services, producing an evidence-based report for improvement.

Customer Services Committee

– there are two tenants on the Customer Services Committee. They're there to make sure the customer voice is heard within our governance structures. Meetings are held every three months.

Service Excellence Assessment Programme (SEAP)

– is a structured way of testing services and giving feedback to influence our future service offer. We do this in a variety of ways including empty property spot checks, grounds maintenance spot checks and mystery shopping.

Tenants and Residents Association (TARAs)

– are the eyes and ears on the ground and play a vital role in making sure that our services meet the needs of the community. We ask TARAs for their thoughts on local issues and encourage them to take an active role in wider housing issues. The TARAs also have a social side and have a massive impact on reducing isolation and bringing the community together.

Strategic groups

– we've a number of strategic groups with tenant representation. These include: Property Repairs and Improvement Partnership (PRIP) that looks at performance around repairs, Neighbourhood Services that monitors the Service Level Agreement and performance, Damp and Mould Task Group that makes sure the damp and mould action plan is delivered, and a group of tenants who meet with Barnsley Council to discuss and monitor performance.

Tenant board members

– we have two board members who are tenants. They help shape and influence the work that we do and the services that we provide across the borough.

Review and special interest groups

– we currently have two review groups: the Service Improvement Panel (SIP), who meet to look at learning from complaints and any complaints trends, and a group who looks at the content of our website.

Equality Forum

– we liaise with numerous equality groups including Young Carers, Travellers Site, and have strong links with existing Barnsley Equality groups. This is a way of tenants testing services, networking, and sharing experiences.

Check it Challengers

– a great way for tenants to give their views in the comfort of their homes on our policies, letters, documents, procedures and website.

Community Champions

– are a network of tenants who have a keen interest in their local community, reporting any problems, sharing their views with us, and helping improve estates.

Focus groups

– we use focus groups to gather opinions and host a range of groups when we need to learn from lived experience. A great example is the Fire Safety Residents Panel and the independent living schemes.

Customer Panel

– is a great way for customers to view the services we deliver. We hold three panels a year with different topics and publish the feedback on our website. Anyone can attend these meetings.

Local engagement

– we hold regular meetings for all tenants and residents that are focused on local community issues and discussing local priorities for action. Every area has an estate walkabout annually. The aim is to identify any estate based issues, giving tenants the opportunity to meet with officers.



HOW WE SHARE INFORMATION

Social media

Social media is a great way for us to engage with customers and encourage conversation. We currently use Facebook, Instagram, YouTube, and LinkedIn.

Annual Report

Tells customers how we're doing as a business, how well we're performing, and how involvement has helped to change and improve services.

Website

Gives all the latest news and information about the services we deliver. Customers can also contact us using our online forms.

Berneslai Bulletin

Our monthly email newsletter gives timely information, the latest news and events, updates on services, and good news stories. Tenants can sign up through their My Housing Online account.

Berneslai Beacon

This is our seasonal printed newspaper, aimed at tenants who aren't online. It's available in our Independent Living Schemes, Community Centres and on request (see back page).



HOW WE REMOVE BARRIERS TO ENGAGEMENT

Expenses

We'll reimburse all reasonable out of pocket expenses, including travel and carer. We'll provide a basic meal for engagement over four hours. We'll also arrange overnight accommodation for those who need it. To thank customers for getting involved, we'll offer a £5 voucher for every hour they spend with us.

Training and development

We'll offer any relevant training, one to one sessions, and development sessions that will allow tenants to take a full and active role by meeting their training requirements.

Seeing the person

We'll make any adjustments necessary for customers to be involved in a way that suits them. This includes offering a range of venues, opportunities, equipment, and meeting their individual needs.

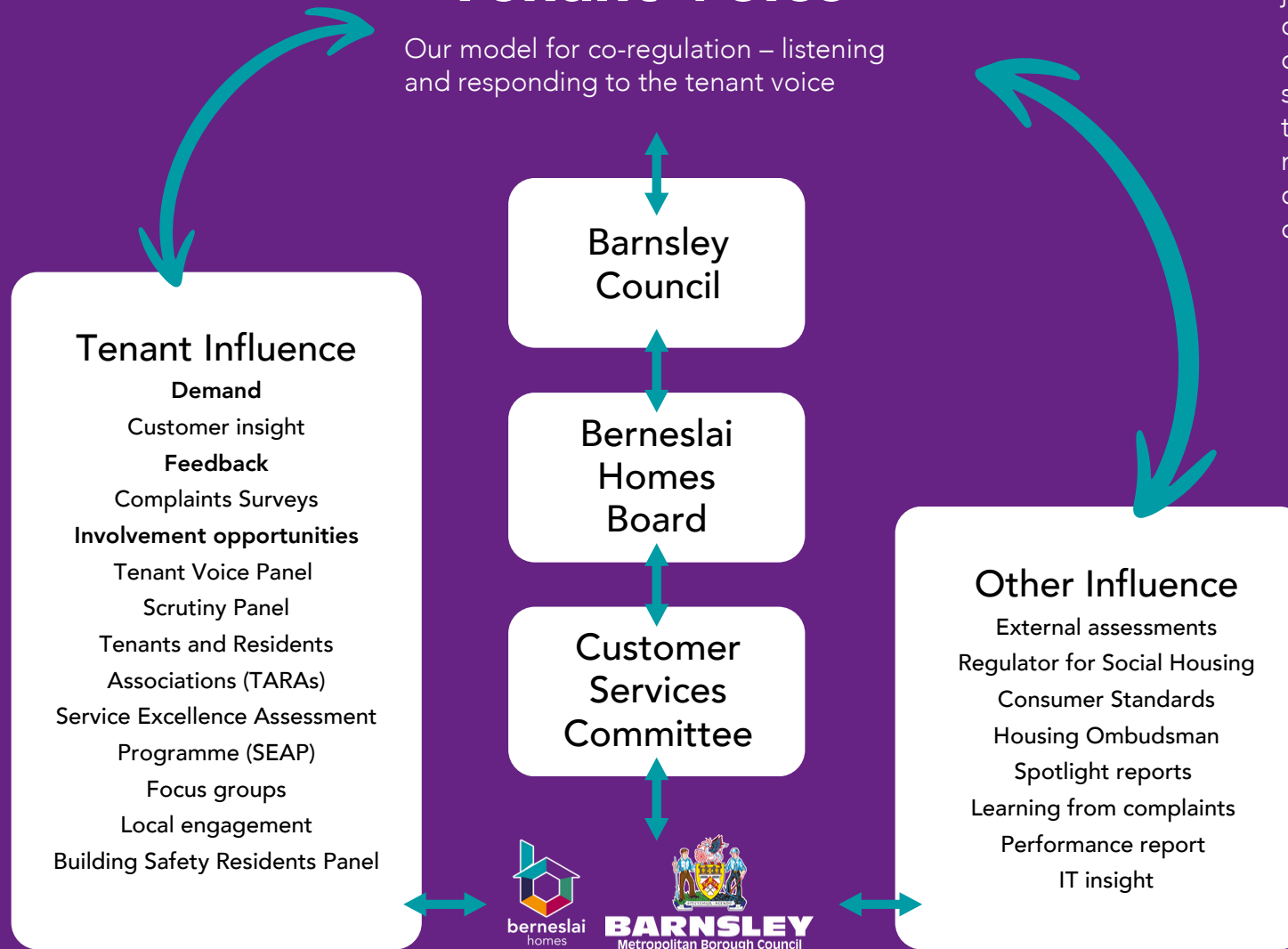


OUR MODEL FOR CO-REGULATION

Tenant Voice

Our model for co-regulation – listening and responding to the tenant voice

Co-regulation is about more than just compliance, it's about having an open and honest two-way conversation to make sure the services delivered are right for both the tenants and landlord. This means working together to agree a collective way forward in the development of services.



MEASURING THE DIFFERENCE THE TENANT VOICE MAKES



Here's how we'll demonstrate the difference engagement is making:

- We'll publish information about how we're doing in the Annual Report, which is available online.
- The Tenant Voice Panel will monitor the actions arising from the action plan to make sure we're meeting the aims.
- We'll publish all survey results, along with a summary of any service improvements, an engagement round up, and the difference the customer voice has made, on our website.
- We'll complete an annual review of performance against the strategy and include a summary in the Annual Report.
- We'll publish an annual self-assessment of the engagement and insight action plan.
- We'll provide assurance to Barnsley Council and the Board by producing an annual report on the difference engagement is making.

We'll provide assurance

To tenants by:

- Our website
- Yearly annual review
- Annual Report
- Ebulletins
- Newsletters

The Board by:

- Customer Services Committee, as a regular agenda item
- Annual Report to Board

The Council by:

- Quarterly meetings with tenants
- A summary of the tenant voice activity
- Annual Report

SUCCESS MEASURES

To know how effective our engagement is we will:

- Have an annual review with involved tenants to gather and measure their satisfaction levels.
- By 2027 we'll have completed all the actions on the Action Plan, then measured and reported on the impact.
- We'll see satisfaction in 2026/2027 for the following Tenant Satisfaction Measures (TSMs), improving and meeting our targets
 - TP06 Satisfaction that landlords listen to tenants and act upon them
 - TP07 Satisfaction that landlords keep tenants informed about things that matter to them
 - TP08 Agreement that landlords treat tenants fairly and with respect
- Monitor the indirect success measures including an increase in satisfaction and reduction in complaints.
- Sign up 10 tenants in year one to our Check It Challengers initiative, increasing our pool of involved tenants.
- Work with the Tenant Scrutiny Panel to complete and publish two scrutiny projects annually, measuring and reporting on the impact.
- We'll widen our involved tenant profile by then end of 2025/2026.
- Clearly demonstrate the difference insight and engagement has made for tenants through effective publicity.
- See positive feedback from staff about the difference tenant feedback has made for them or their project.



Berneslai Homes Board Tenant Engagement and Complaints Champion, Rebecca Mather

CONTACT US

For more information about the Customer Insight and Engagement Strategy or to get involved, please get in touch:



communityengagement@berneslaihomes.co.uk



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Berneslai Homes



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January 2025

Appendix B - Resident Engagement and Insight Action Plan 2024/2027

What we'll do	How we'll do it	Benefits to tenants	Time frame	Current Position
<p>Develop an annual engagement plan (added Sept 24, as a result of a joint meeting with BMBC and involved tenants)</p>	<p>We'll link in with BMBC to develop and annual plan for tenants, listing engagement activities</p>	<p>Tenants will know what they can get involved in and schedule their diaries accordingly. (Living document to be amended on a monthly basis and sent out to tenants)</p>	<p>Qtr 3 2024/25</p>	<p>Sept 24</p> <ul style="list-style-type: none"> ✓ Session held with BMBC and involved tenants, to agree the action. ✓ Community Engagement Officers (CE), tasked with developing a log of events in partnership with BMBC. ✓ Call to action delivered at the Leadership forum <p>Oct 24</p> <ul style="list-style-type: none"> ✓ CE Manager met with BMBC group lead in relation to strengthening links with the Equality for a, to develop a new mechanism for engagement with the demise of Cloverleaf. Links made, further meeting in the New Year. Any activity to be added to the engagement plan ✓ CE team attending BMBC Well Being events – added to the engagement calendar ✓ CE team to meet with BMBC engagement team – scheduled in diaries ✓ CE team on BMBC engagement mailing list <p>Nov 24</p> <ul style="list-style-type: none"> ✓ Team continue to attend Well being events <p>Dec 24</p>

				<ul style="list-style-type: none"> ✓ CE team requested a schedule of events from BMBC engagement team, to include in the engagement calendar for 2025 ✓ CE team collating data to populate the calendar ✓ Link for the new Engagement planner sent to all relevant staff to populate ✓ Information to be taken from the planner to send out to tenants <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Customer Engagement manager scheduled meetings with staff to diarise engagement opportunities for 25. Activities scheduled in up to Nov 25. <p>Feb 25</p> <ul style="list-style-type: none"> ✓ Meetings taken place, updates in the calendar
Extend our range of surveys to gather further customer insight (added in Sept 24 as a result of a meeting with involved tenants and BMBC)	We will increase our survey offer, exploring the potential of voicescape	A diverse range of voices heard via surveys and included in the engagement offer.	Qtr 3 2024/25	<p>Oct 24</p> <p>New surveys added post April 24</p> <ul style="list-style-type: none"> ✓ Adaptations ✓ Programmed (Replacement) ✓ E form handling ✓ E form submission ✓ Damp and Mould ✓ Rent calls ✓ Rent visits ✓ Complaints via Voicescape, monthly survey <p>Dec 24</p> <p>Surveys under development via Voicescape</p> <ul style="list-style-type: none"> ✓ Repairs, at the testing stage

				<ul style="list-style-type: none"> ✓ ASB, nearly complete, just recording the introduction ✓ Adaptations, at the testing stage ✓ Compliance, just recording the narrative, will then be tested <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Meetings planned in with Lettings, Neighbourhoods and Property Services to explore the development of further surveys
To continue to develop positive relationships with BMBC and partners (added in Sept 24 as a result of a meeting with involved tenants and BMBC)	Make contact and reach out to existing community groups/teams within BMBC, maximising opportunities for engagement	Tenants will be aware of a wider range of engagement opportunities	Qtr 3 2024/25	<p>Oct 24</p> <ul style="list-style-type: none"> ✓ Community Engagement team contacted BMBC Engagement team to set up regular catch up sessions <p>Nov 24</p> <ul style="list-style-type: none"> ✓ Tenant reps continue to meet with BMBC via the Liaison group, having a pre meet session to influence the agenda <p>Dec 24</p> <ul style="list-style-type: none"> ✓ Community Engagement team in regular contact with BMBC to share events and insight, which will be added to the calendar of events for 2025 ✓ Community Engagement Manager has quarterly meetings with BMBC Client Liaison Officer <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Customer Engagement team have attended BMBC Winter Warmer events, promoting opportunities for involvement and signposting individual enquiries.

<p>Develop and launch “Check it Challengers”</p>	<p>A way for tenants to give their views at a time and place that suits them, via email and by post. We’ll have a network of tenants that we can communicate with when we have a policy, letter or procedure that needs updating. Or a section of the website that requires tenant views.</p>	<p>It’s not a regular time commitment, it’s flexible and can be done at home. It’s a way for tenants to give views at a time that suits them and on a topic that interests them.</p>	<p>Qtr 2 2024/25</p>	<p>May 24</p> <ul style="list-style-type: none"> ✓ 7 Members recruited. ✓ Launch event in planning, scheduled for July 24 <p>July 24</p> <ul style="list-style-type: none"> ✓ 35 customers registered an interest. ✓ Lunch and learn session arranged for 6 Aug 24 <p>Aug 24</p> <ul style="list-style-type: none"> ✓ 22 CIC now fully signed up, waiting for the return of 6 confidentiality agreements before projects are sent out. ✓ Chasing completed forms for the remaining applicants. ✓ 16 CIC sent the first project – New Tenancy Pack ✓ Induction 6/08/24. 7 CIC attended, the rest of the CIC that have signed up received a phone call. <p>Sept 24</p> <ul style="list-style-type: none"> ✓ 4th project sent out on the Solar Panel leaflets ✓ 22 tenants signed up with 12 awaiting completion of the forms ✓ Article in Bitesize to request projects so a workplan can be developed
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				<ul style="list-style-type: none"> ✓ Press release drafted for Comms ✓ Article drafted for Berneslai Bulletin to recruit members <p>Oct 24</p> <ul style="list-style-type: none"> ✓ Presentation given at the Leadership Forum ✓ Leaflet drop at 3 high rises and The Willows Oxspring, to recruit members. This will be followed by face to face sessions w/c 14/10/24 ✓ Promoted at well being events ✓ 3 ASB surveys sent out to support ASB awareness week <p>Nov 24</p> <ul style="list-style-type: none"> ✓ Team continue to promote CIC at events ✓ Tenant Conference survey sent out to TVP for comments, before its rolled out to the CIC ✓ Compliance survey sent out for comments, results collated and sent to the relevant officer. <p>Dec 24</p> <ul style="list-style-type: none"> ✓ Further article in Bitesize to request topics for 2025 – 3 responses so far ✓ Work plan for 2025 completed for the first quarter ✓ Projects continue to be sent out <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Continue to sign up tenants ✓ Rent Increase letters sent out ✓ Lettings letter sent out
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				<ul style="list-style-type: none"> ✓ Dangerous Dogs letter sent out
Develop a Tenant Communication group	The group will work with tenants to co design our publications and campaigns. The insight from the “Check it Challengers” will feed into the group.	Officers will be accountable for outgoing correspondence. Tenants will cast a tenant’s eye over any correspondence or campaigns we’re developing to ensure they are tenant friendly and right for tenants.	Qtr 3 2024/25	<p>Oct 24</p> <ul style="list-style-type: none"> ✓ Check it Challengers have worked with the ASB/Comms team to ensure the comms for the ASB week were fit for purpose, they have also critiqued the website in relation to ASB, making recommendations for improvement. <p>Nov 24</p> <ul style="list-style-type: none"> ✓ The action is, in part being met by the Check it Challengers, the formation of a group will be reviewed in March 25
Hold a Tenant Conference	Working with our involved tenants we’ll plan and deliver a Tenants Conference.	Tenants will have the opportunity to help set the agenda and to network with like minded tenants from across the borough.	Qtr 3/4 2024/25	<p>May 24</p> <ul style="list-style-type: none"> ✓ Venue agreed ✓ Discussions with TVP re format ✓ Discussions with St Leger/Rotherfed re their conference. ✓ Defer to after Inspection to co-create and recommendations <p>Oct 24</p> <ul style="list-style-type: none"> ✓ Discussion Paper drafted for EMT/SMT ✓ Survey developed for tenants to complete ✓ Survey sent to TVP for comments <p>Nov 24</p> <ul style="list-style-type: none"> ✓ Changes made to the survey as a result of the TVP suggestions. Time frames adjusted to avoid school pick up and drop off times.

				<p>Dec 24</p> <ul style="list-style-type: none"> ✓ Survey to be sent to the involved tenants for comments (late Dec tbc) ✓ On hold and under review <p>Jan 25</p> <ul style="list-style-type: none"> ✓ TVP have met and said that a tenant conference is not feasible and they would prefer to see Customer Panel style events run in localities in the Summer <p>ON HOLD</p>
Recruit and develop Local Customer Champions	Working with the Neighbourhood teams, we'll recruit a pool of tenants that will be our eyes and ears on the ground, helping us develop our local community action plans, reporting any estate issues and being a point of contact with officers.	Tenants will be a direct point of contact for Berneslai Homes, offering views on local issues. It's a great way to get involved without a regular time commitment	Qtr 3 2024/25	<p>July 24</p> <ul style="list-style-type: none"> ✓ To pilot at the Summer Lane Action day 16 July ✓ Comms drafted ✓ Leaflet drop complete 9/7/24 <p>Action day 16 July</p> <ul style="list-style-type: none"> ✓ 1 x community champion signed up ✓ Community group to be established <p>Aug 24</p> <ul style="list-style-type: none"> ✓ Community Champion now on the website https://www.berneslaihomes.co.uk/get-involved/community-champions/ and in the Berneslai Beacon. ✓ 3 x registered an interest in total throughout the borough <p>Sept 24</p> <ul style="list-style-type: none"> ✓ Continue to promote <p>Oct 24</p> <ul style="list-style-type: none"> ✓ Continue to promote ✓ Community group set up on Summer Lane

				<p>Nov 24</p> <ul style="list-style-type: none"> ✓ Summer Lane agreed to pilot the scheme. <p>Dec 24</p> <ul style="list-style-type: none"> ✓ CE officer to draft a project plan for testing with Summer Lane residents before the model is rolled out in 2025. <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Pilot discussed in the Summer Lane area. Tenants contacted. Update in Feb 25
Develop local neighbourhood action plans	Working with tenants, residents and Neighbourhood teams, we'll use the insight gathered from local engagement events and other opportunities to help formulate local action plans.	Tenants will have bespoke engagement models that fit their local community, encouraging local involvement, attracting a wider tenants voice.	Ongoing 2024/25	<p>May 24</p> <ul style="list-style-type: none"> ✓ Commenced. Meeting held with each team to share the outcomes from the Engagement tour and template for the action plans <p>July 24</p> <ul style="list-style-type: none"> ✓ Teams submitted plans and working on area action plans ✓ Infographic produced for South area team. <p>Aug 24</p> <ul style="list-style-type: none"> ✓ Teams working on plans. Community Engagement team to provide continuing support. <p>Sept 24</p> <ul style="list-style-type: none"> ✓ Community Engagement team continue to support area teams with the development and delivery of the plans <p>Oct 24</p> <ul style="list-style-type: none"> ✓ Community Engagement team continue to support the delivery of the plans,

				<p>feeding insight from the tours into the planning process</p> <p>Nov 24</p> <ul style="list-style-type: none"> ✓ Email sent to Neighbourhood teams to chase up progress against the action plans. <p>Dec 24</p> <ul style="list-style-type: none"> ✓ Due to resources teams have put the plans on hold, but continue to deliver small scale activities such as coffee mornings ✓ CE team tasked with assisting the NT in the New Year, ensuring that the plans are back on track <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Plans on hold due to staffing. CE team are working with Neighbourhood teams to develop plans, which will be placed in the Engagement Calendar
Trial four Estate Action days	We'll take a whole area approach and hold intense tenant engagement events at community level in four estates.	Tenants will have a dedicated time for community action in an area, with the opportunity to work with officers, identifying and developing actions for improvement, all of which will feed into the area action plans.	Ongoing 2024/25	<p>May 24</p> <ul style="list-style-type: none"> ✓ Estate Action Day held Elsecar on 23rd May <p>Action day outcomes listed below;</p> <ul style="list-style-type: none"> ✓ 8 bags of rubbish collected ✓ Environmental spot checks carried out ✓ Engaged with 15 members of public ✓ Identified gardens and discussed with tenants/ private with BMBC ✓ Identified and referred properties which are private sector to appropriate team for further action

				<ul style="list-style-type: none">✓ Discussed and referred tenants who were experiencing damp and mould providing contact number 01226 787878 <p>July 24</p> <ul style="list-style-type: none">✓ Estate Action Day completed 16th July Summer Lane. <p>Action day outcomes listed below;</p> <ul style="list-style-type: none">✓ 2 x Check it Challenges signed up✓ 1 x Community Champion signed up✓ Community action group to be established✓ Personal issues followed up with Neighbourhood team✓ Explore the possibility of creating a localised letting plan for approval by the Council✓ Staff task team to be establish to tackle the problems in the area✓ 2 X weekly estate inspections to be introduced✓ Regular drop in sessions to be held at Creative Recovery (community Centre)✓ Request made to Neighbourhood Wardens to patrol the area to offer reassurance to tenants✓ To explore CCTV with safer Neighbourhood team✓ Environmental improvements to design out crime✓ Summer lane can do crew clean up on 15 August
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				<ul style="list-style-type: none"> ✓ ASB survey to be carried out on the estate ✓ 11 tenants attended and spoke with Officers about issues affecting them ✓ Multi agency action day to address residents concerns within the community. ✓ 1 Empty Property Spot Check carried out (passed) 2 tenants attended ✓ Grounds maintenance spot-check/walkabout carried out 4 tenants attended ✓ Multi viewing 2 tenants– 1 tenant signed up <p>Oct 24 Darfield Woodfield Close</p> <ul style="list-style-type: none"> ✓ Multi agency session with Victim and Witness support, ASB team, Police and safer neighbourhood team to carry out a door to door survey re ASB. 8 residents were supported with tenancy enquiries and problems with ASN. <p>Nov 24 ASB action day on Summer Lane 21st Nov. Outcomes listed below:</p> <ul style="list-style-type: none"> ✓ Estate cleaned tenants engaged with the event. ✓ Worked with the tenants of Summer Lane regarding their experience of ASB. ✓ Completed visits to Schools to discuss the impact of ASB, seeking the views of young people
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				<ul style="list-style-type: none"> ✓ Supported the Police with operation Duxford ✓ Attended an event at Barnsley Market to share information with tenants on how to report ASB, providing support and guidance. <p>Completed</p>
Re-engage with the council's Equality fora	We'll arrange a one off meeting with the Equality Fora	A louder, stronger and diverse influential voice.	Qtr 2 2024/25	<p>May 24</p> <ul style="list-style-type: none"> ✓ Engagement activity started at Travellers Site. Consultation exercise 100% survey completed, drop in day held to address issues on the site. <p>July 24</p> <ul style="list-style-type: none"> ✓ Community Engagement Manger attending My Barnsley Too meetings. ✓ Meeting with BMBC re Care Leavers protocol on 8/7/24. Email sent 9/7/24 to look at developing a Care Leavers focus group to work on the care leavers protocol. ✓ Contact made with Youth Service re Independent Skills Programme for Care leavers. Meeting set up for 22 July to progress. ✓ Meeting took place, working group to be established to progress the development of a course, held early evening in

				<p>gateway, for Care leavers to ensure they are tenancy ready.</p> <ul style="list-style-type: none">✓ Team attended a drop in event at Hope Steet 31/07/24 with Ambition team. <p>August 24</p> <ul style="list-style-type: none">✓ Meeting re Care Leavers protocol on 06/08/24. BMBC to contact Community Engagement Manager when they require input from them team. <p>Sept 24</p> <ul style="list-style-type: none">✓ Team to trail Care Leavers tenancy ready course✓ Team making regular walkabout visits to the Travellers site <p>Oct 24</p> <ul style="list-style-type: none">✓ Engagement to restart on Travellers site✓ Meeting set up with St Leger Homes 22/10/24 to share good practice✓ Meeting set up with BMBC to discuss how we can work together to fill the gap now Cloverleaf have lost funding <p>Nov 24</p> <ul style="list-style-type: none">✓ Meeting with Public Health and partners (22/11/24) to discuss provision at the Travellers site. <p>Dec 24</p> <ul style="list-style-type: none">✓ 4 Dec attend a meeting with the City of Sanctuary. Links formed with external agencies in relation to partnership working.
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				<ul style="list-style-type: none"> ✓ CE team attend a session at the Travellers Site with a local Church, whom are now delivering a service at the residents. ✓ Meeting with LGBTQ rep to explore signing up to the Houseproud Pledge <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Tenant signed up to the LGBTQ+ champion for the Houseproud Pledge ✓ Report going to SMT for approval
Review the role of the TVP	We'll work with involved tenants to review the TVP role	Reduce reliance on existing TVP members and widen involvement.	Qtr 3 2024/25	<p>May 24</p> <ul style="list-style-type: none"> ✓ TVP meetings to be held on a quarterly basis, as meetings are to be opened up to the wider involved tenant base. 1st session 20/05/24. <p>June 24</p> <ul style="list-style-type: none"> ✓ Trial of targeted emails for New Tenancy Pack, exploring different ways of extending reach, involving a wider range of tenants <p>July 24</p> <ul style="list-style-type: none"> ✓ Continuation of targeted contact to increase engagement <p>Aug 24</p> <ul style="list-style-type: none"> ✓ Continue to engage with the wider tenant population <p>Sept 24</p> <ul style="list-style-type: none"> ✓ Continue to develop new ways of working to reduce reliance on TVP <p>Oct 24</p>

				<ul style="list-style-type: none"> ✓ Meeting set up as an “Open Forum” to discuss the function of the group with TVP members <p>Nov 24</p> <ul style="list-style-type: none"> ✓ Decision taken for the TVP to meet bi monthly, next meeting Dec <p>Dec24</p> <p>Session to be held on 17 Dec to discuss:</p> <ul style="list-style-type: none"> ✓ TOR ✓ Number of seats on the group ✓ PDR reviews ✓ Meeting with Board Engagement Champion ✓ Future role of the TVP (deferred until Jan 25) <p>Jan 25</p> <ul style="list-style-type: none"> ✓ New TOR agreed ✓ PDR discussed, further work to be done on the draft document ✓ TVP role discussed, agreed that the group are a co ordination group ✓ Meeting to be set up with Scrutiny in April to devise a forward plan, using the end of year performance data
Continue engagement with the Traveller community at Smithies	We’re working with the tenants on the Travellers site, improving the facility and gathering views on the services they receive.		Ongoing 2024/25	<p>May 24</p> <ul style="list-style-type: none"> ✓ Consultation event held ✓ Scoping of project commenced ✓ Onsite when communal ground cleared and made safe <p>July 24</p> <ul style="list-style-type: none"> ✓ NHS immunisation practitioner on site as per request from consultation <p>Aug 24</p>

				<ul style="list-style-type: none">✓ Work temp ceased <p>Sept 24</p> <ul style="list-style-type: none">✓ Community Engagement team to deliver a presence on the site and restart the environmental work <p>Oct 24</p> <ul style="list-style-type: none">✓ Team now have a set of keys for the site and will commence weekly walkabouts✓ Meeting set up with St Leger to share good practice <p>Nov 24</p> <ul style="list-style-type: none">✓ 8 Nov Community Centre cleared for the use of BMBC education and early start intervention team. Family session to begin every Monday in Dec✓ 18 Nov CE team met with BMBC/NHS to discuss future provision on the site, as requested at the tenants consultation session. Partnerships formed and exploring the potential for delivery✓ 18 Nov CE team met with TIAG growth and sustainability to explore the potential for delivery to NEET. Agreed to support once the young people have been identified in Dec. This was an ask from the residents at the consultation session in April✓ 22 Nov CE team met with BMBC senior Public Health officer to discuss dental provision on the site. Agreed that Oaksmere dental practice will visit the site to explore the potential for drop in sessions
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				<ul style="list-style-type: none"> ✓ 26 Nov Oaksmere visited the site, promotional material developed for door knock to gauge interest . Dental nurses also agreed to attend family centre pilot sessions. ✓ 29 Nov Child Flu immunisation drop in session held, further strengthen links with the residents ✓ 29 Nov Dental drop in leaflet posted to all residents. CE team spoke with 7 residents who will share the information with the rest of the site ✓ 29 Nov request made by residents for information around lettings. CE team to arrange a session for residents ✓ 29 Nov further meeting with BMBC Public Health to assist with the health needs assessment of the site <p>Dec 24</p> <ul style="list-style-type: none"> ✓ From 9 Dec BMBC education and early start intervention to hold weekly drop in sessions for residents (Family sessions) <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Engagement log created ✓ Held a focus group meeting to map provision and carry out a health needs assessment for the site ✓ Public Health Drop in scheduled for 14 Feb ✓ Open Family Sessions delivered by BMBC recommenced in Jan 25, to look at the times and review the offer in Feb 25
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<p>Hold engagement activity with care leavers</p>	<p>Work with care leavers and BMBC Leaving Care team to understand more about care leavers and develop a bespoke rehousing offer to support the newly agreed Care Leaver SLA</p>	<p>Better service for care leavers with better understanding and support from Berneslai Homes. Improved tenancy sustainment</p>	<p>Qtr 3 2024/25</p>	<p>May 24 ✓ Care Leavers Protocol Agreed</p> <p>July 24 ✓ Scoping meeting held 10/7/24 request sent to relevant officer to work with BH in the development of a focus group to take this forward 11/7/24</p> <p>July 24 ✓ Care 4 Us BMBC support workers session held. Agreed that BH will host a 5 week session in Gateway re maintaining a tenancy with young carers. To start Sept 24 early evening.</p> <p>Aug 24 ✓ Meeting held with BMBC and Customer Engagement Manager to discuss Care Leavers Protocol. No Engagement activity needed at the moment until Phase 3 is implemented. (integration in the community)BBC to make contact when stage 3 is initiated.</p> <p>Sept 24 ✓ Tenancy ready course developed for Care Leavers to be delivered by Community Engagement team and Tenants First in Autumn.</p> <p>Oct 24 ✓ Course to commence</p> <p>Nov 24</p>
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				<ul style="list-style-type: none"> ✓ Students enrolled on course, but deferred until Dec <p>Dec 24</p> <ul style="list-style-type: none"> ✓ Course commenced with 8 Care leavers, first session was an introduction to social housing. Attendees enjoyed the session and engaged with the process. <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Course continues sessions listed below <ul style="list-style-type: none"> • Who are Berneslai Homes (What we do) • What types of offers they will receive • The support they will receive when they are a BH tenant • Costs involved (budgeting & bills, wants & needs)
Implement Voicescape software to gather more insight and roll out the reviewed range of transactional surveys	Complete the set up of Voicescape and launch the reviewed range of surveys aligned to our 24/25 survey plan.	By increasing feedback in a timely manner, we can identify service improvements at the earliest opportunity and provide a better experience for tenants.	Ongoing 2024/25	<p>May 24</p> <ul style="list-style-type: none"> ✓ Surveys reviewed ✓ Platform in development <p>Aug 24</p> <ul style="list-style-type: none"> ✓ Survey sent to 16 CIC re complaints survey going onto voicescape. ✓ Scrutiny members also sent the link, as they have shown an interest in the complaints survey. <p>Sept 24</p> <ul style="list-style-type: none"> ✓ Meeting held with Officers to explore scope for the Community Engagement team to use. It was agreed that Smart

				<p>Survey would be the better options as it allows for personal data capture.</p> <p>Oct 24</p> <ul style="list-style-type: none"> ✓ Costs shared for personal log on. Community Engagement team to explore this. ✓ Check it Challengers completed a project on the content of surveys <p>Nov 24</p> <ul style="list-style-type: none"> ✓ Engagement team completed a test of the telephone surveys, feedback given to Insight team <p>Dec24</p> <ul style="list-style-type: none"> ✓ Further testing completed
Engage with new tenants to develop our New Tenant Pack	Reach out to new tenants and hold a consultation event	Better service for new tenants using lived experience	Qtr 1 2024/25	<p>June 24</p> <ul style="list-style-type: none"> ✓ Event completed ✓ Pack in design <p>July 24</p> <ul style="list-style-type: none"> ✓ Changes made to pack as per consultation event <p>Aug 24</p> <ul style="list-style-type: none"> ✓ Check it Challengers to review pack returns by 24 Aug. <p>Sept 24</p> <ul style="list-style-type: none"> ✓ Results shared with attendees and included on pack where appropriate <p>Completed</p>
We'll continue with our new Employee Supported Volunteering programme "Can do crew"	Continue to identify community projects needing support and supply employee volunteers.	Positive delivery of community projects. Strengthened connections with Berneslai Homes.	Ongoing 2024/25	<p>May 24</p> <ul style="list-style-type: none"> ✓ Completed the Autism Allotment project <p>June 24</p> <ul style="list-style-type: none"> ✓ Commenced Saville Court ILS garden <p>Aug 24</p>

				<ul style="list-style-type: none"> ✓ Commenced at Summer Lane Estate 15/08/24 <p>Nov 24</p> <ul style="list-style-type: none"> ✓ Summer Lane event to coincide with ASB week 21/11/24. Estate tidied up, tenants provided with info re ASB.
Develop automated tenant feedback survey on our website	We'll work with Comms Team and develop a pop up web survey.	To improve customer experience when accessing our website.	Qtr 4 2024/25	Jan 25 Meeting request sent to Comms/Insight Officer to progress
Review the success of the printed Berneslai Beacon newsletter	We'll gather tenant views on the publication and assess its future	To improve communications for customers not online	Qtr 4 2024/25	Jan 25 Project proposal sent to Comms team to progress
Assess satisfaction levels for involved tenants	We'll gather feedback to ensure we are supporting and engaging involved tenants	To adapt involvement opportunities and support	Qtr 1 2024/25	<p>April 24</p> <ul style="list-style-type: none"> ✓ Meeting held with TVP to discuss capturing satisfaction with the process. Further meeting to be held when all members are available. <p>May 24</p> <ul style="list-style-type: none"> ✓ Meetings opened up to wider involved tenants. <p>July 24</p> <ul style="list-style-type: none"> ✓ To develop a satisfaction questionnaire for the TVP. (In progress) <p>Aug 24</p> <ul style="list-style-type: none"> ✓ Satisfaction Charts to be refreshed and sent out in September <p>Sept 24</p>

				<ul style="list-style-type: none"> ✓ Charts refreshed and discussed with the TVP. On hold until the outcome of the inspection <p>Oct 24</p> <ul style="list-style-type: none"> ✓ On the agenda for the Open Forum <p>Nov 24</p> <ul style="list-style-type: none"> ✓ Was not discussed at the Oct meeting is now on the agenda for the Dec meeting <p>Dec 24</p> <ul style="list-style-type: none"> ✓ Deferred until Jan meeting. Charts developed. <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Discussed at the TVP meeting. To look at TSM data before progressing
Complete scrutiny training for tenants and staff and develop 24/25 scrutiny plan	We'll source and arrange training	Increase confidence of tenant scrutineers and increase scrutiny projects	Qtr 1 2024/25	<p>June 24</p> <ul style="list-style-type: none"> ✓ TPAS Completed training <p>July 24</p> <ul style="list-style-type: none"> ✓ Plan to be revised by July 24 ✓ Meeting held with TVP and Scrutiny to develop a forward plan and establish communication flow. <p>COMPLETED</p>
Run tenant engagement training for key staff	We'll source and arrange training	Increase staff awareness and skill to engage more effectively	Qtr 2 2024/25	<p>June 24</p> <ul style="list-style-type: none"> ✓ Completed 47 staff took part from across the organisation. <p>COMPLETED</p>
Complete training needs analysis for all involved tenants	To discuss training needs of involved tenants	To support tenants to be confidently involved	Qtr 2 2024/25	<p>May 24</p> <ul style="list-style-type: none"> ✓ Meeting held with involved tenants to discuss support and training <p>Aug 24</p> <ul style="list-style-type: none"> ✓ To commence in Sept 24 <p>Sept 24</p>

				<ul style="list-style-type: none"> ✓ Form developed and discussed with involved tenants <p>Oct 24</p> <ul style="list-style-type: none"> ✓ On the agenda for discussion at the Open Forum <p>Nov 24</p> <ul style="list-style-type: none"> ✓ Involved tenants have requested shadowing opportunities with different departments, to raise awareness of processes. Suggestion to be taken to the TVP in Dec to take forward. <p>Dec 24</p> <ul style="list-style-type: none"> ✓ Meeting deferred until Jan 25 <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Newly signed up tenants – discussion on induction ✓ Training is requested as and when required ✓ CE team to promote opportunities from TPAS ect
Review TSM, feedback and involvement section of website	We'll work with tenants to enhance content and transparency. Focussing on outcomes for tenants	To increase transparency for tenants and understanding of how we're performing	Qtr 2 2024/25	<p>May 24</p> <ul style="list-style-type: none"> ✓ TSM section developed ✓ Complaints section developed <p>Aug 24</p> <ul style="list-style-type: none"> ✓ Engagement page updated. Check it Challengers and Community Champions added. Email set to TVP and Scrutiny requesting profile pictures to update the website. <p>Sept 24</p> <ul style="list-style-type: none"> ✓ Section reviewed. Reminder sent to TVP re bios for the website. (not all members wished to take up the opportunity)

				<p>Oct 24</p> <ul style="list-style-type: none"> ✓ E from revised to include CIC and Customer Champions <p>Dec 24</p> <ul style="list-style-type: none"> ✓ Topic for the Customer Panel in Feb 25 <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Awaiting TSM report ✓ Session with staff and involved tenants to present report diarised for 3 Feb 25
Review Terms of Reference and tenant membership of all key meetings	Work with tenants and service leads to review TOR and refresh membership	Ensure wide range of tenants have the opportunity to influence	Qtr 4 2024/25	<p>June 24</p> <ul style="list-style-type: none"> ✓ TOR updated for TVP, Scrutiny, CIC and Community Champions. <p>July 24</p> <ul style="list-style-type: none"> ✓ Constitution light touch review August 24 ✓ New constitution shared with TARAS for consideration <p>Oct 24</p> <ul style="list-style-type: none"> ✓ New Community Group and Tara constitution now signed by all Taras <p>Nov 24</p> <ul style="list-style-type: none"> ✓ New constitution(s) signed by all Taras <p>Dec 24</p> <ul style="list-style-type: none"> ✓ Email sent to group leads that have meetings with tenant reps to share any feedback. ✓ TOR reviewed for all tenant rep groups to be shared with TVP initially for comments <p>Jan 25</p> <ul style="list-style-type: none"> ✓ Completed and shared with TVP

				✓ To review TVP TOR following changed to the purpose and meeting schedule
Develop the self-serve portal and connect with customers to update personal details and preferences	We'll amend our IT system and publicise the online portal for tenants	This will enable us to have the right contact details, personal information and preferences so we can reach out more to tenants, and keep them informed and up to date on things that matter to them	Year 2 TBA	Dependent upon the CRM implementation
Deliver our Knowing our Customers project	Review what data systems can help us to achieve this.	To provide a service adapted to meet customer needs. To greater depth into customers feelings, attitudes and behaviours	Year 2 TBA	Dependent upon the CRM implementation
Develop the self-serve portal and connect with customers to update personal details and preferences	We'll amend our IT system and publicise the online portal for tenants	This will enable us to have the right contact details, personal information and preferences so we can reach out more to tenants, and keep them informed and up to date on things that matter to them	During 2025/26	Jan 2025 - Recommended review ahead of the CRM development.
Deliver our Knowing our Customers project	Review what data systems can help us to achieve this.	To provide a service adapted to meet	By end of 2025/26	Review commenced and put on hold pending CRM development.

		customer needs. To greater depth into customers feelings, attitudes and behaviours		Jan 2025 – recommenced focus on interim improvements/processes ahead of the CRM development
Review the Estate Action Days Trial	We'll review the effectiveness of the trial Estate Action days and if successful, will role out into other localities, taking an area-based approach.	Enhanced targeted engagement at a local level	Qtr 1 2025/26	
Review the tenant training programme	We'll review our tenant training offer, ensuring it is aligned to the Customer Engagement and Insight Strategy and the needs of our involved tenants.	Tenants will have the opportunity to access training to boost knowledge so they can work with us in partnership developing excellent services	Qtr 2 2025/26	
Explore integrated feedback surveys attached to our online services e.g. e forms, housing online	To work with our internal IT team to explore options for integrated surveys	To improve tenant experience when using our online services	Qtr 2 2025/26	
Explore the feasibility of an online tenants' engagement hub	We'll work with tenants and landlords to complete a cost and benefit analysis of the provision of an engagement hub	An opportunity for tenants to come together with other like minded tenants to discuss and debate issues affecting them and the social housing	Qtr 3 2025/26	
Review and evaluate the changes to our engagement strategy	In year two we will review the impact of the changes made to our engagement model and strategy.	We'll conduct a joint review, working together to ensure the model and delivery under the new strategy	Qtr 4 2025/26	

		is fit for purpose, maximising the tenant voice. Future actions to be amended.		
Develop a year 2 and year 3 survey plan	To evaluate the impact of customer insights that have been carried out during 24/25 and which methods prove the most effective in supporting changes	To ensure customer insight is the most effective in supporting changes and increasing a better experience for tenants	Qtr 4 2025/26	
Review the impact of the Action plan and Resident Insight and Engagement Strategy	To evaluate the impact of the strategy and commence consultation for the new strategy	To ensure that customers are involved in planning stage	Year 3 Qtr 1 2026/27	

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TENANT SATISFACTION SURVEY SUMMARY



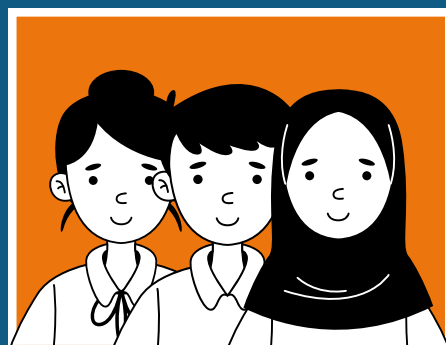
October to December 2024

12,570
Tenants surveyed

April to Dec 2024

4,774
Completed a survey

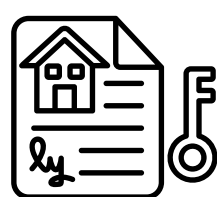
April to Dec 2024



Overall Satisfaction with our Services

	Q3 Result	Cumulative Q1 to Q3	Compared to 23/24
Repairs (day to day)	77%	77%	-7%
Complaints	37%	55%	-6%
Anti-Social Behaviour	64%	47%	-9%
Rents Call Handling	89%	87%	new survey
Damp & Mould	48%	52%	new survey
Tenants First	71%	87.5%	-9.5%
Eform Submission	80%	80%	new survey
Eform Handling	31%	42%	new survey
Programmed works (before works)	60%	50%	new survey
Programmed works (during works)	68%	62.5%	new survey

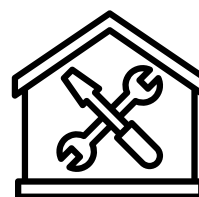
Surveys to come in 2025...



New Tenancy Survey



Compliance Survey
Includes Gas Servicing, Lift Servicing and Electrical tests



Planned Works



Maintenance Inspections



Communal area



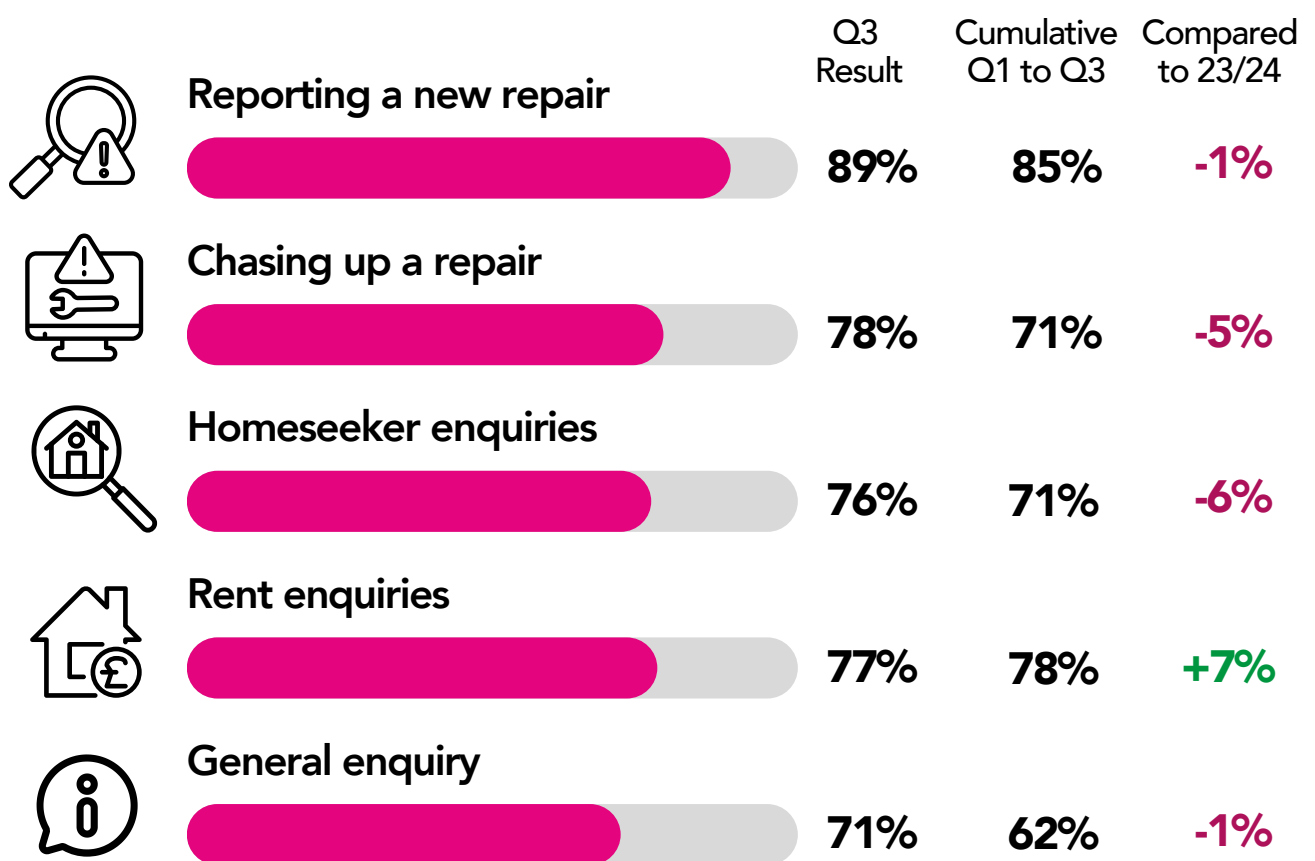
Grounds Maintenance



Website Survey

AND MANY MORE... including a range of Lettings, Homeseeker, and Neighbourhood Management surveys

Satisfaction with our Contact Centre



What we're doing to improve...

Customer Services Team will ensure that a timescale is provided in a complaint response letter if any work is required. If we are unable to provide a date for completion, then we will explain why and give a timescale for when tenants should expect an update.



The Customer Services Team will agree a communication plan with the tenant while the complaint investigation is taking place. If no contact is required, the team will explain this but ensure the tenants are given a name and number should they need to contact us.

We will monitor and track any works that we promise within the stage 1 complaint response letter to ensure it's completed in time.



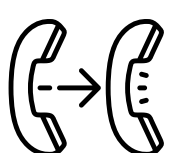
We have developed NEC to automatically alert the Performance Team to issue a letter which will update tenants on planned repairs or those with lengthy priorities e.g. 3 to 6 months. This will improve on how we communicate to tenants and manage expectations better.

More than 30% of repairs are being presented as an emergency which is way too high and impacts on the Partners ability to deliver on schedule. We are looking at how we can assist the Contact Centre in diagnosing priority settings and managing tenants expectations better, along with reviewing our Repairs clarification document and scripts.



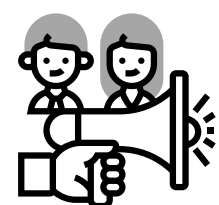
Construction Services and Wates will continue to strive to increase their focus on Customer First approach through toolbox talks.

We are reviewing and changing our Eform submission messages so we can clearly explain to tenants how/when they will be contacted and any next steps. These will then be reviewed by the 'Check it Challenge' group.



We are looking at how we can reduce the call wait times with the Contact Centre, for when calls are being transferred to the back-office specialist teams.

We are reviewing the communication that we send to tenants about planned works and the information available to call handlers so that they are able to give updates during calls.



We continue to review and amend advisors information for General Enquiries to improve customer experience

We are now co-designing our transactional surveys with tenants to develop the right set of questions that matter the most to tenants.



YOUNG CARE LEAVERS

TENANCY READY COURSE

ATTENDANCE

Sessions have been well attended with a core group of 8 - 10 young people.

LETTINGS

Lots of positive discussions that we have utilised to improve our practice from a lettings perspective. Andy Mannion (Assessment Team Leader) is present in all sessions to provide the young people with the right information regarding our lettings process for young care leavers and potentially applying for BH properties.

FINANCE

Katie Winder (Tenants 1st Housing Coach) attended the budgeting/finance session to provide the correct information to the attendees regarding the facts about finances/grants that young care leavers are entitled to and the money managed required to make the tenancy a success.



The Tenancy Ready Course has been designed in partnership with the BMBC Youth Participation service and their Advocacy & Participation officers.

It's a 4 week programme focusing on the following:

- Who are Berneslai Homes (What we do)
- What types of offers they will receive
- The support they will receive when they are a BH tenant
- Costs involved (budgeting & bills, wants & needs)
- Practical skills beneficial to living on your own
- Extra session to cover anything young care leavers think should have been included.

UTILITIES

Joe Batley (Gas Compliance Officer) and Liam Wragg (Electrical Compliance Inspector) came along to a session to discuss gas safety, electrical trip boxes and how to reset them and looked at water supply and stop tap locations in case of a leak.

COMING SOON

Amanda Garrard, Berneslai Homes CEO and Sarah Norman BMBC CEO have also committed to a follow-on session with the young care leavers, taking place on 17 February 2025. It will be an open Q&A session for the young carers to share their ideas and experiences for moving forward.

They will also take an accredited damp and mould course in partnership with Efficiency North.

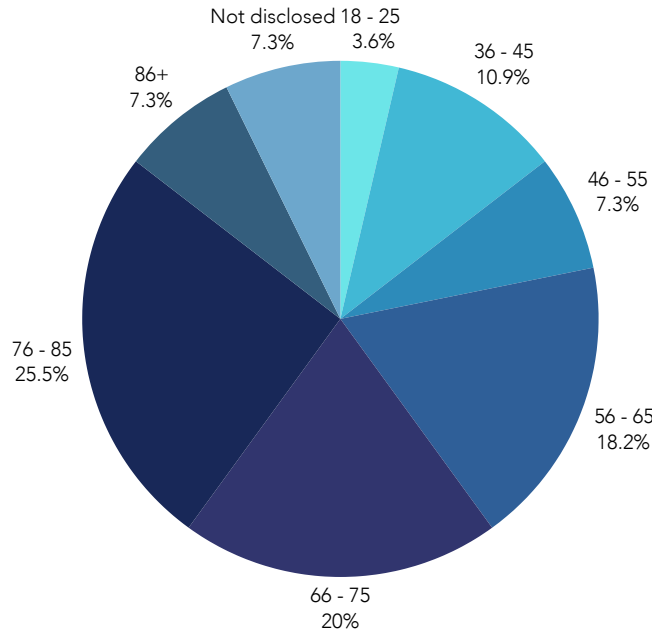


This project was a pilot and since it started new meetings with various partners who support young people leaving care have come together to look at the 'bigger picture' moving forward and how linking in and developing the offer of support in the future together will make sure that young care leavers receive a more bespoke and robust offer moving forward.

INVOLVED RESIDENT PROFILE

THIS IS THE PROFILE OF 55 ACTIVELY INVOLVED RESIDENTS

AGE PROFILE



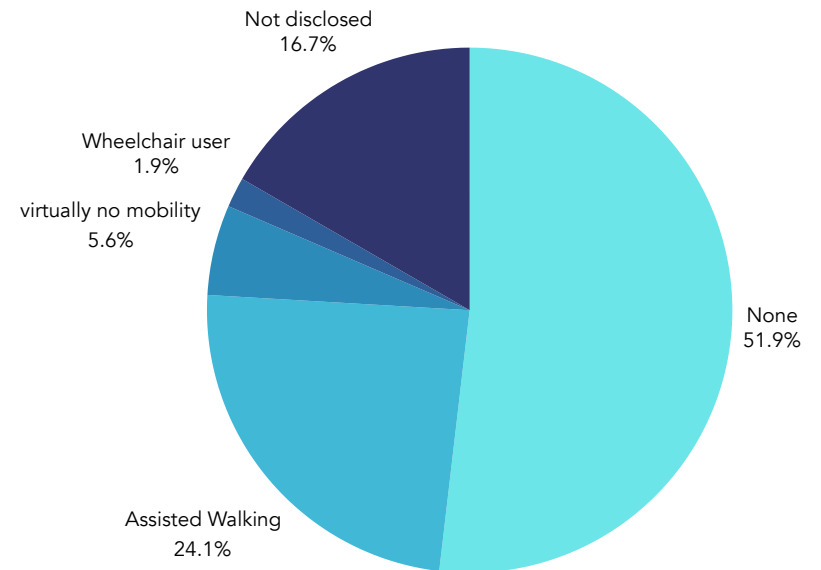
- 84% of involvement comes from tenants.
- 14% are Owner Occupiers
- 2% are leaseholders.

- 65% of involved tenants have no sensory disability.
- 16% have a hearing impairment.
- 4% have a visual impairment.
- 15% did not disclose.

GENDER



PHYSICAL DISABILITY



ETHNICITY



- 89% White/British
- 7% not disclosed
- 4% are White/Irish

TENANT PROFILE

Our gender and ethnicity profiles are similar to those of the overall tenant profile with 61% of tenants being female and 86.9% White/British.

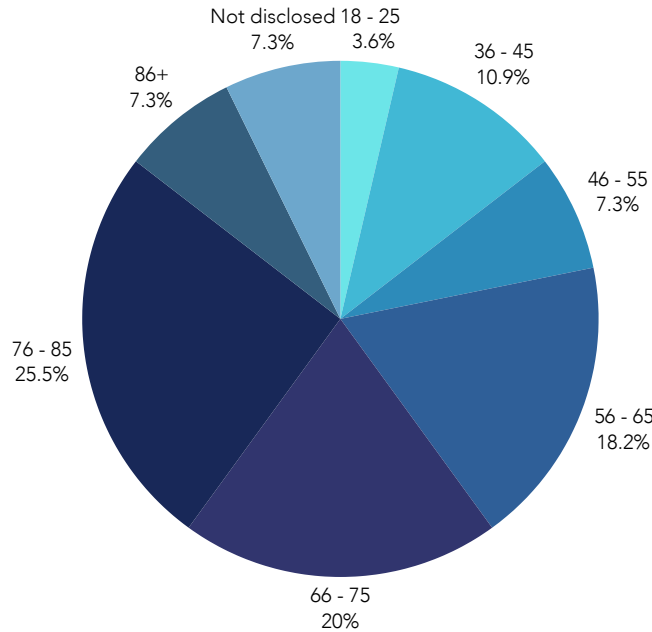
Although we are comparable we have discrepancies in our age profile in relation to under 55s and we will be working to address this in 2025/26.

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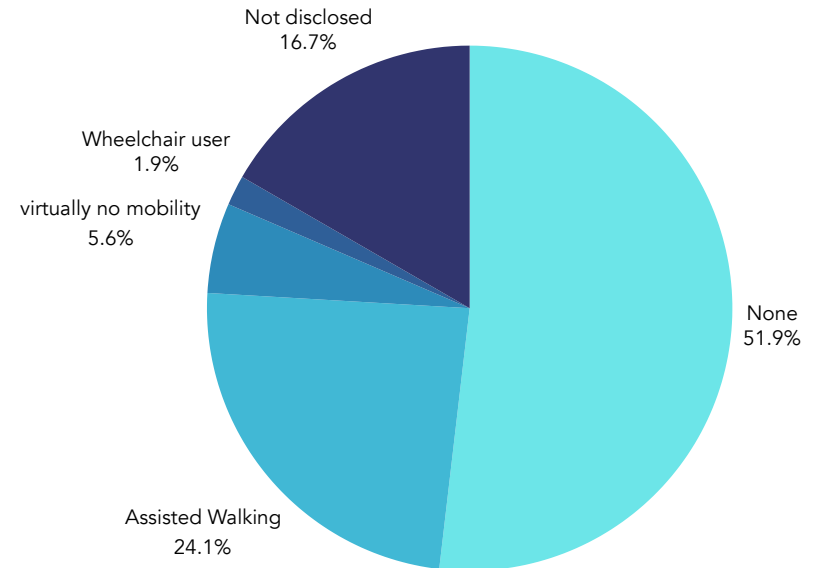
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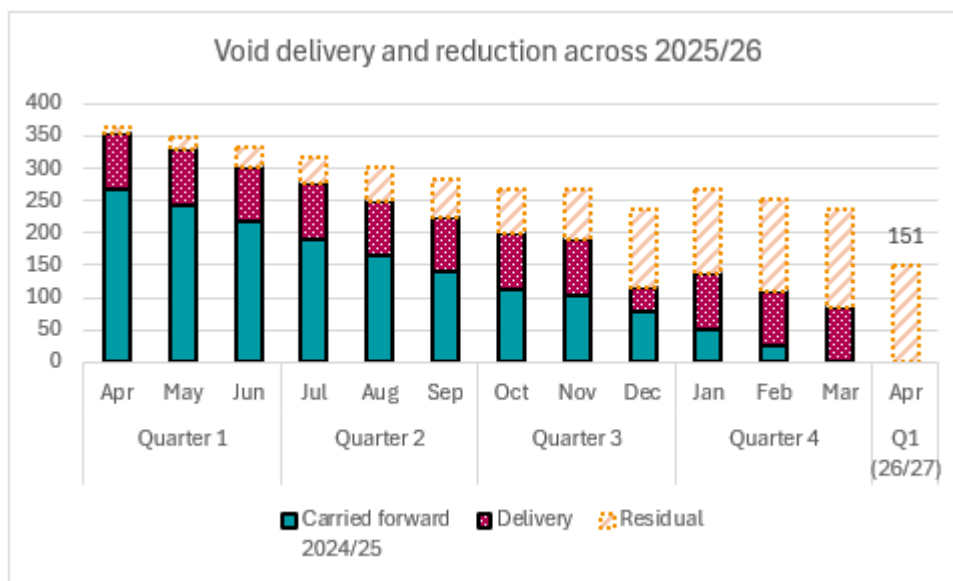
Our gender and ethnicity profiles are similar to those of the overall tenant profile with 61% of tenants being female and 86.9% White/British.

Although we are comparable we have discrepancies in our age profile in relation to under 55s and we will be working to address this in 2025/26.

Report Title	Void Plan	Confidential	No
Report Author	Executive Director of Property Services	Report Status	For Approval
Report To	Board 27 th February 2025	Officer Contact Details	Arturo Gulla arturogulla@berneslaihomes.co.uk

1. Executive Summary	<p>The Void Plan (attached as Appendix A) for Berneslai Homes outlines the proposal for delivering the work on voids in the 25/26 financial year.</p> <p>The objectives are:</p> <ol style="list-style-type: none"> 1. To meet Berneslai Homes strategic priority of reducing voids by 50% in 2026 2. To reduce temporary accommodation costs to BMBC <p>Key elements include:</p> <ul style="list-style-type: none"> • Financial Resource: £5.51m budget in 25/26 • Review of Contract (PRIP): Implementing outcomes from April 2025 • Contractor Resource: In addition to Property Services and Wates, procurement of additional contractors to assist with the backlog • Systems Improvement: Developing one version of information via the NEC housing management system
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Void Delivery & Reduction in 2025/26



- The chart above shows that at the start of 2025/26 it is forecast that 295 assets carried forward from 2024/25 will require void works. A further 59 in year new voids are anticipated to come in each month.
- The teal colour represents the monthly delivery rate of carried forward voids, which are anticipated to reduce by 26 each month, except for December when capacity of Contract Partners is reduced.
- 59 voids are forecast to be delivered by Contract Partners in April 2025/26 and each month thereafter, again except for December.
- There will be a residual of assets built up month on month as demand outstrips capacity. By the beginning of April 2026/27, it is forecast that there will be 151 residual assets otherwise known as the run rate.
- From 26/27 onwards we will reduce the run rate to 100

Key milestones for delivery:

	2025/26	Q1	Q2	Q3	Q4
1	Undertake surveys				
2	Procure contractors				
3	Budget reforecast				
4	Void works				
5	Backlog (50%) completed				

2. Recommendation/s	<p>The Board:</p> <ol style="list-style-type: none"> a. Consider the Berneslai Voids Plan (Appendix A) to commence in April 2025 b. Note the intention to reduce voids by 50% by 31.3.26 within the agreed budget c. Approve the draft void plan.
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3. Background

- 3.1 The management and reduction of empty homes, commonly known as voids is a critical component in maintaining the efficiency and financial viability of social housing providers.
- 3.2 The reduction in void turnaround times is a key driver to meeting housing need and maximising rental income to support the delivery of services.
- 3.3 The strategic document outlines the approach and actions necessary to reduce the number of voids.

Objectives

- To meet Berneslai Homes strategic priority of reducing voids by 50% by 2026
- To reduce temporary accommodation costs to BMBC

4. Current Context

- 4.1 Providing safe good quality homes to residents in housing need is fundamental to the Council. Berneslai Homes are responsible for Barnsley Councils social housing voids process. The delivery of voids from becoming empty to relet, is a cross functional activity. The Neighbourhood, Property Services and the Lettings team play a key role in the delivery of the process.
- 4.2 On average, in recent years the level of major voids capital expenditure to maintain void properties has significantly increased to £13,000. Amongst the reasons for increase in costs include material inflation, aging stock, abandonments and decent homes refusal voids.
- 4.3 In the last 12 months the capital void budget was not enough to complete the level of major voids. During the financial year monies were vired to assist with backlog capital replacement works and Equipment & Adaptation works. Major voids were put on hold to enable Berneslai Homes to remain within the budget envelope set by the Council. In addition, void routine works were capped at £1,600 as per the PRIP contract. Consequently, the total number of current voids is 317. Of which 138 are major voids requiring substantial works.
- 4.4 Void rent loss by year end is projected to be £1.5m.

5. Void Delivery Plan

5.1 To successfully deliver the void backlog and in year void works, we need to concentrate on the following priorities.

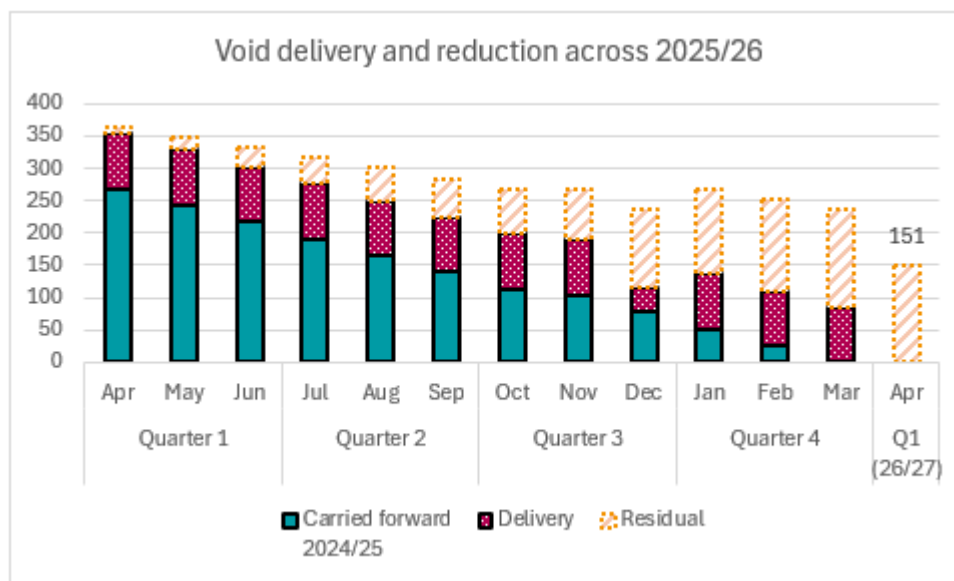
1. Financial Resources
2. Review of contract delivery (PRIP)
3. Contractor resource capacity
4. Systems Improvements

5.2 Financial Resources – The total 2025/26 Void budget is £5.51m of which routine revenue voids is £2.36m and major capital voids is £3.15m.

5.3 Review of Contract delivery (PRIP) – The ongoing Savills review and the Void Working Group should consider a contractual change to increase routine void expenditure caps from £1,600 to £5,000 per void. This will increase productivity, turnaround period and reduce administration. This has been proposed as part of the review and is expected to be implemented by April 2025.

5.4 Contractor resource capacity – In 2025/26 Property Services and Wates will not have the capacity to clear the total backlog as well as completing in year works. It is proposed that we procure additional contractors to concentrate on delivering the backlog. This will speed up delivery of works and through market testing should also reduce the average cost of major voids.

5.5 Void Delivery and Reduction in 2025/26



- The chart above shows that at the start of 2025/26 it is forecast that 295 assets carried forward from 2024/25 will require void works. A further 59 in year new voids are anticipated to come in each month.
- The teal colour represents the monthly delivery rate of carried forward voids, which are anticipated to reduce by 26 each month, except for December when capacity of Contract Partners is reduced.
- 59 voids are forecast to be delivered by Contract Partners in April 2025/26 and each month thereafter, again except for December.

- There will be a residual of assets built up month on month as demand outstrips capacity. By the beginning of April 2026/27, it is forecast that there will be 151 residual assets otherwise known as the run rate.
 - From 26/27 onwards we will reduce the run rate to 100
- 5.6 Systems Improvement – The Voids Task and Finish Group have recommended utilising solely NEC as a way of managing voids and not reverting to individual spreadsheets. This will be a more effective process for managing voids.
- 5.7 The joint BMBC/Berneslai Homes Social Housing Asset Management Board will review major voids that are deemed to be uneconomical following an option appraisal.
6. Customer Voice/Impact
- 6.1 Customers will have an active role in the scrutiny of void completion works.
- 6.2 Delivery of this plan will have a positive impact on customers as a result of reduced rehousing wait times.
7. Risk and Risk Appetite
- 7.1 Failure to pursue a proactive approach to improving void property management would be very high risk to the HRA over the medium to long term. The projected rent loss this financial year will be £1.5m.
8. Strategic Alignment
- 8.1 This plan aligns with the Berneslai Homes Strategic Plan (2021-31) and Annual Action Plan 2025 , the Barnsley Metropolitan Borough Council Corporate Plan and Barnsley 2030 Plan
9. Data Privacy
- 9.1 None arising directly from this report.
10. Consumer Regulatory Standards
- 10.1 The report meets the requirements of the Safety and Quality Standard.
11. Other Statutory/Regulatory Compliance
- 11.1 None arising directly from this report.
12. Financial
- 12.1 The delivery of the plan will make the most effective use of the Housing Revenue Account (HRA). For 25/26 a Void budget of £5.51m has been set of which £2.36m for routine voids and £3.15m for major voids.
13. Human Resources and Equality, Diversity and Inclusion
- 13.1 There are no employee implications arising directly from this report.

14. Sustainability Implications

14.1 Stock sustainability is imperative good active asset management. The joint BH/BMBC Social Housing Asset Management Board will review major voids that are deemed financially unviable and make the appropriate decision to invest or divest.

15. Appendices

15.1 Appendix A – Void Plan

16. Associated Background Papers

16.1 None



VOID PLAN

1. Introduction

- 1.1 The management and reduction of empty homes, commonly known as voids is a critical component in maintaining the efficiency and financial viability of social housing providers. The reduction in void turnaround times is a key driver to meeting housing need and maximising rental income to support the delivery of services. This strategic document outlines the approach and actions necessary to reduce the number of voids.

2. Objectives

1. To meet Berneslai Homes strategic priority of reducing voids by 50% by 2026
2. To reduce temporary accommodation costs to BMBC

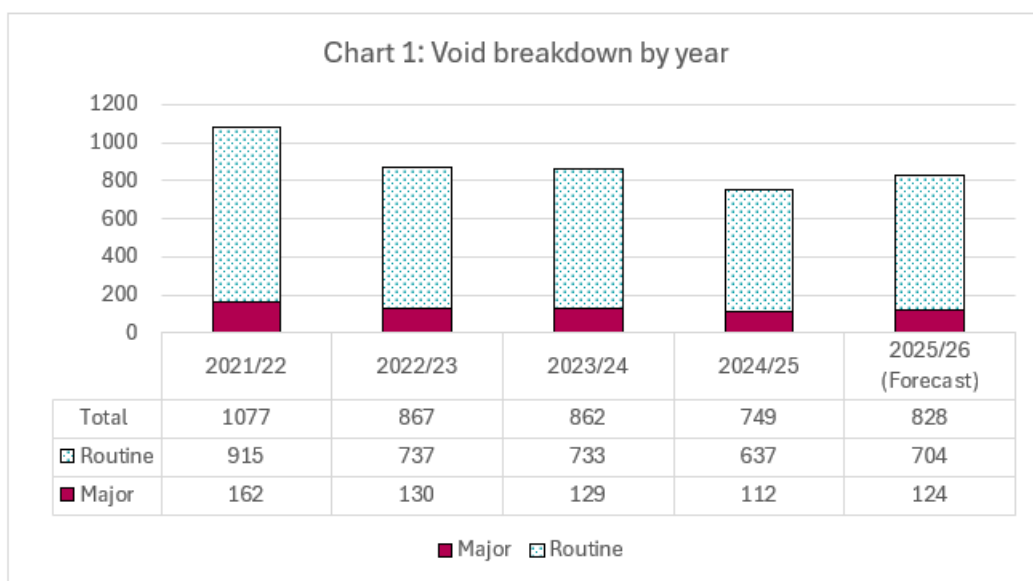
3. Current Context

- 3.1 Providing safe good quality homes to residents in housing need is fundamental to the Council. Berneslai Homes are responsible for Barnsley Councils social housing voids process. The delivery of voids from becoming empty to being relet, is a cross functional activity embracing a few of the teams within Berneslai Homes. The Neighbourhood, Property Services and Lettings Team play a key role within the delivery of the process.

3.2 Current Void property status as at 3/02/25

Void Type	Total
Routine Voids in works	47
Major voids	138
Voids awaiting surveys	97
Held for management reasons/option appraisals/Decent Homes	9
Decants – Longsight timber floors	16
BMBC Tendered Hughie Construction	10
Total Current Voids	317

3.3 The table below shows a breakdown of voids over the last 4 years and a projection for 25/26.



The number of properties becoming empty each year has reduced is now stabilising around 750-800 per annum. In previous years, the number of empty homes at any one time was approximately 120. The aim of the strategy is to reduce the current 300+ rate to 150 during 2025/26 .

- 3.4 On average in recent years the level of major void capital expenditure to maintain void properties has significantly increased to approximately £13,000. Amongst the reasons for increase in costs include material inflation, aging stock, abandonments and decent homes refusal voids. In the last 12 months the capital void budget set was not enough to complete the level of major voids, because , monies have been vired to assist with backlog capital repair works including capital replacements and Equipment and adaptation works.
- 3.5 During Q3 of 24/25 financial year Major voids were put on hold to enable Berneslai Homes to remain within the overall HRA repairs and maintenance budget envelope set by the Council. Consequently, the total number of current voids is 317 of which 138 are Major voids requiring substantial works.
- 3.6 Furthermore, the PRIP contract routine void budget stipulates that a routine void is a void up to £1600. That level of expenditure is insufficient and not appropriate for effective turnaround.

4 **Issues**

- 4.1 Aging stock - 70% of the housing stock is over 65 years old. Since 2004 key component replacement programmes have been in place to meet the requirements of the Decent Homes Standard. However, there are many items within a property that are not specifically covered by decent homes such as plastering and joinery. There can be significant expenditure in renewing these items that are not included in 30yr business plans.
- 4.2 Contractual conditions – the PRIP contract does not adequately cater for a streamlined void improvement process. Inadequate allowance for routine voids and the application of disallowed costs often means that voids move into a major void capital works. In addition, the original contract tendered rates also hinder the process. This adds to budgetary pressure and a delay in void turnaround times.
- 4.3 Delivery Resource capacity – Additional resource capacity is required to assist with an increase in major voids peaks and troughs.
- 4.4 Void Survey resource capacity – We presently have many voids without a specification valuation survey and therefore works could not commence in April 2025. This is due to a lack of capacity with the Void Maintenance Surveyors.

5. **Proposed void turnaround approach from 25/26 financial year**

- 5.1 To successfully deliver the void backlog and in year voids we need to concentrate on the following priorities:
 1. Financial Resources
 2. Review of contract (PRIP)
 3. Contractor resource
 4. Systems Improvement

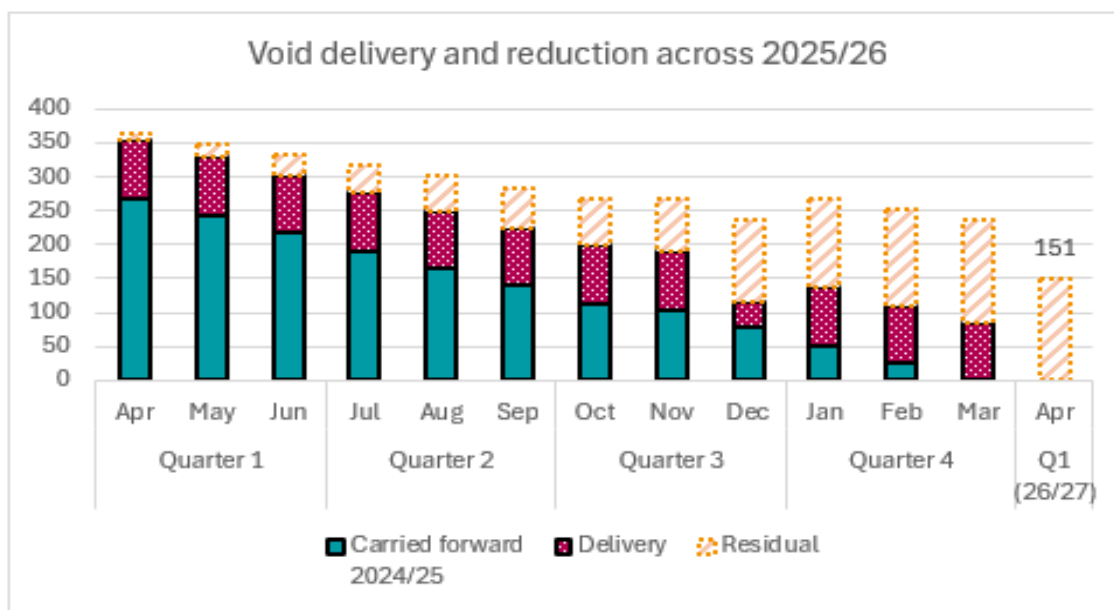
5.1.1 **Financial Resources**

- 5.1.2 Working in partnership with BMBC finance team Berneslai Homes have been able to secure a £5.51m budget for 25/26. This should be sufficient to clear the void backlog and in year works.

5.1.3 The table below shows the 24/25 budget and the 25/26 budget approved by full council on 6th February 2025.

	2024/25	Projected to yr end £	No	2025/26 £	No Projected
Routine Revenue Voids	£2.33m	£2.41m	637	£2.36m	704
Major Capital Voids	£2.51m	£2.54m	112	£3.15m	124
Total	£4.84m	£4.95m	749	£5.51m	828

5.1.4 Chart below shows the void plan delivery and reduction rate in 25/26.



5.1.5 Void rent loss is currently approximately £1.18m and projected by year end to be £1.5m. The enhance budget to deliver voids will contribute to reducing void rent loss to the HRA target of £648K per annum. It should be noted that Berneslai Homes may require BMBC to approve the virement of capital void budget to the revenue void budget. This will allow an increased number of voids to be completed as routine voids rather than major voids up to a value of £5k or more.

5.2.1 Review of Contract (PRIP)

5.2.2 It is hoped that the Savills PRIP review will provide the opportunity for recommendations to speed the Void property and financial reconciliation processes. This should include a contractual change to increase routine void expenditure to £5,000 per void. This will increase productivity, turnaround period and reduce administration. This has been proposed to BMBC and expected to be implemented by April 2025.

5.2.3 Void Processes will be redefined with the objective of simplifying the void works scoping and financial reconciliation process.

5.3.1. Contractor Resource

5.3.2 Arcus consulting presently undertake Barnsley Home Standard capital programme survey information to a very good standard. We will utilise Arcus consulting to undertake all backlog void surveys. As each survey is completed it will be passed to contract partners to price as per the PRIP contract. Surveys are to be completed by April 2025. Completed surveys will reduce delays in time and reduce potential variations. This will provide better cost certainty. The survey information will also be used to supplement our existing stock condition information.

5.3.3 In 2025/26 financial year Property Services and Wates will not have the resource capacity to clear the backlog early in the financial year as well as completing in year works. Our contract partners can deliver approximately 23 voids per week.

5.3.4 To achieve accelerated completion of the backlog void works, we will undertake a procurement exercise to bring on board additional contractors. This will speed up the delivery of works and through market testing should also bring down the average cost of major voids. We expect to allocate approximately 50 voids to the new contractors. Once the backlog is cleared both Property Services and Wates will have capacity to undertake in year void works.

5.4.1 System Improvements

5.4.2 Historically staff in Property Services, lettings and neighbourhoods have created their own spreadsheets. Teams have used their own terminology creating a confused interpretation of the exact void position.

5.4.3 The established void task and finish group have reviewed the void process. To avoid duplication the team have concentrated on developing one version of the information via the NEC housing management system. This will enable precise performance management information for each section and will be able to highlight where delays occur, and appropriate timely action taken. Each section will be given specific targets to work to. For example, Property Services will complete routine voids within 9 days. Work towards Major voids 35-day target, lettings and neighbourhoods will have their targets.

6. Strategic Approach to Voids

6.1 The joint BMBC/Berneslai Homes Social Housing Asset Management Board will review voids that are deemed to be uneconomical following an option appraisal. We are due to implement the NEC Net Present Value (NPV) sustainability module in 2025/26. This will assist with the active asset management of the stock and highlight if significant void investment is viable.

7. Milestones and Monitoring

7.1 Progress will be monitored operationally at EMT, SMT, BMBC and strategically as part of the performance report. Timescale are outlined below with key milestones:

	2025/26	Q1	Q2	Q3	Q4
1	Undertake surveys				
2	Procure contractors				
3	Budget reforecast				
4	Void works				
5	Backlog (50%) completed				

8. Recommendation

- 8.1 Board are requested to :
- comment on the Void Plan for 2025/26
 - note the plan to reduce the total voids by 50% by 31st March 2026 within the approved budget
 - approve the draft Void Plan

Report Title	Tenant Satisfaction Measures (TSM) results and actions	Confidential	No
Report Author	Sarah Barnes, Head of Customer Services	Report Status	For Discussion
Report To	Board 27 th February 2025	Officer Contact Details	sarahbarnes@berneslaihomes.co.uk

<h2>1. Executive Summary</h2>	<p>This report presents for discussion the full year TSM report which analyses feedback from 1180 tenants completing both waves of the TSM survey in 2024.</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 increased in Wave 2, whilst the year end outturn at 75% still represents a reduction from 23/24 (77%). • Satisfaction across most measures increased in Wave 2. And, for the full year, whilst satisfaction across 8 of the 12 measures has reduced slightly, it is still higher than the Housemark Median Benchmark on 6 out of the 12 measures. • Listening to tenants and acting on views and treating tenants fairly, have both seen an improvement in satisfaction since 23/24 and are both above the Benchmark median • There has been a significant decrease in satisfaction (76% to 68%) on the time taken to complete the last repair but this is still above the median benchmark. • There has been a reduction in tenants feeling their home is safe and this is below the median. • Satisfaction with complaint handling represents top quartile performance against the Housemark benchmark, despite a slight reduction in Wave 2s results.
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- Key drivers which affect overall satisfaction are: Providing a home that is well maintained, listening and acting on tenants views, being easy to deal with and time taken to do the last repair.
- Satisfaction across repair measures are lower for tenants in Wates area and for most measures in the South area.
- Both of the neighbourhood TSM measures have reduced and are in the bottom benchmark quartile.
- Satisfaction with communal areas, whilst up on Wave 1 results has returned a year end reduction which is below benchmark Median.
- The survey has highlighted some differences by protected characteristic and location. Tenants in the 29-45 age bracket and tenants in the South area are the least satisfied across most measures. Tenants receiving repairs service from Wates appear less satisfied. Tenants with a disability are less satisfied with communal area maintenance and satisfaction with being easy to deal with has fallen for tenants with speech difficulties BAME tenants appear more satisfied than White British tenants.

Actions

- Whilst the predicted decrease in satisfaction continues to disappoint, we have seen a slight improvement between the 2 waves, indicating that our improvement actions may be starting to make an impact.
- It is reassuring to note that most actions to improve service delivery across all TSMs were already contained within our corporate or divisional improvement plans demonstrating 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, and we will consult with tenants at Customer Panel.
- Targets for 2025/26 TSMs are being agreed with the council.

2. Recommendation/s

- Board to note the TSM survey results and draft action plan.
- 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 further consultation with tenants on actions arising at the February Customer Panel
- Board to note that once fully verified the results will be presented to BMBC and submitted to the RSH ahead of the June deadline.
- Board to note whilst we can influence TSM targets for 2025/26, they are for BMBC to set.

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.

3.7 Wave 1 results were shared with Board in December 2024.

4 Current Position /Issues for Consideration

4.1 We have received the Wave 2 and combined results from the TSM survey (Appendix 1). This survey represents the views of 1180 tenants and are fully compliant with the required TSM methodology.

The year end results once verified, will be submitted to the RSH as part of our regulatory duties. The survey was sent to 3,533 households and the returns represent a 33% return rate.

4.1.1 Wave 2 results returned higher satisfaction for all but one measure (slight reduction for complaint handling).

For the full year, satisfaction across 8 of the 12 measures has reduced slightly, but it is still higher than the Housemark Median Benchmark on 6 out 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.

In December Board were advised that we expected a reduction in satisfaction for the following reasons. These reasons are still valid:

- We have continued 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 continues to show decreasing satisfaction.
- 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” were progressing slowly. Our online IT development is no longer an affordable solution and has paused.
- Whilst the restructure of the Neighbourhood Teams has completed, we are still addressing the higher-than-normal sickness, vacancy rates and additional training of new appointments.
- There has been continued negativity across social media platforms – this is common across the public sector especially given the spotlight on the social housing sector.

4.2 Key findings and emerging issues are outlined in the executive summary above with a full summary of the results 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 Wave 1 results	2024/25 Wave 2 results	2024/25 Year end results	2023/24 results	Updated Benchmark Median 25/09/2024	Our target 2024/25
	Red indicates reduction from 23/24	Red indicates reduction from wave 1	Red indicates reduction from 23/24		Red indicates our score is below median	Red indicates below our target 24/25
TP01 Overall Satisfaction	73%	77.4%	75.2%	77%	66.5%	77%
TP02 Satisfaction with repairs	73%	75.7%	74.4%	75%	70.5%	76%
TP03 Time taken recent repair	67%	68.5%	67.5%	76%	66.2%	76%
TP04 Home well maintained	70%	71.5%	70.7%	74%	67.5%	74%
TP05 Home is safe	71%	72.3%	71.5%	75%	73.5%	77%
TP06 Listening to tenants	61%	64.1%	62.3%	60%	56.1%	61%
TP07 Keeping tenants informed	61%	64.4%	62.5%	64%	66.5%	68%
TP08 Treating tenants fairly	77%	79.5%	77.9%	77%	76.3%	81%
TP09 Handling complaints	46%	42.8%	44.5%	43%	29.4%	43%
TP10 communal areas	52%	70.2%	61.7%	66%	63.9%	66%
TP11 Positive contribution to neighbourhoods	53%	57.1%	55%	60%	59.8%	64%
TP12 Handling ASB	46%	49.4%	47.6%	48%	55%	55%
The following results are not TSMs						
Easy to deal with	76%	78.8%	77.4%	79%	N/A	N/A
Online services	64%	66.2%	65.2%	66%	N/A	N/A

4.3 Next Steps

- 4.3.1 An interim action plan was developed after Wave 1 results and Board were asked to note that all of the actions were existing actions contained within our corporate or divisional improvement plans. This supported the RSH C1 judgement that we are aware of areas of concern and have plans in place to address issues.

This action plan has been updated and is presented in draft at Appendix 2. New actions identified are to address variances in satisfaction by age, location and disability and to understand more about what makes tenants feel safe.

SMT have been asked to finalise the plan by the end of March 2025 following consultation with tenants at Customer Panel in February. The full plan will be published online and progress monitored via SMT and our Tenant Voice Panel.

- 4.3.2 Internal quality checking of the results is taking place and once completed the final report will be presented to BMBC Cabinet along with the action plan. Board to note that it is not anticipated that the verification will make significant changes as the results have already been checked by ARP research.
- 4.3.3 We are in discussion with BMBC regarding setting challenging but realistic targets for the 25/26 TSMs. BMBC are considering our proposals. We will update Board once BMBC have set the 25/26 targets.

5. Customer Voice/Impact

- 5.1 This survey provides independent, essential, and statistically valid feedback from 1180 tenants, and results have been weighted to offer a representative view.
- 5.2 This feedback and resulting actions is 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.
- 5.3 Customers will influence the development of the action plan via a Customer Panel in February 2024 and progress monitored via the Tenant Voice Panel.

6. Risk and Risk Appetite

- 6.1 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.
- 6.2 The key risks and corresponding actions highlighted within this survey are:
- **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
- **Satisfaction with complaint handling.** We must continue to learn from complaints and monitor resource requirements to ensure effective handling.

6.3 Risk areas with limited mitigation:

- **Satisfaction with the repairs service an time taken to complete the last repair.** We must continue to address delays, reduce the backlog and improve communications. This is a high risk area as we have limited budgets but we are making positive progress addressing the IT issues.
- **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 cannot afford to develop the NEC 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 has increased 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.

6.4 Progress against the actions reduces these risks, however, there is a risk that stretched resources and operational pressures continue to 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.

6.5 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.

7.2 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

8.1 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 Survey has highlighted the following differences by diversity strand or location:

- Tenants in the 35-49 age bracket and tenants in the South area are the least satisfied across most measures.
- Tenants receiving repairs service from Wates appear less satisfied.
- Tenants with a disability are less satisfied with communal area maintenance and satisfaction with being easy to deal with has fallen for tenants with speech difficulties.
- BAME tenants appear more satisfied than White British tenants.

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. Appendices

14.1 Appendix 1 – 2024 TSM Survey

14.2 Appendix 2 - 2024 Draft TSM Action Plan

15. Glossary

None



TSM Survey 2024/25

for:



berneslai
homes

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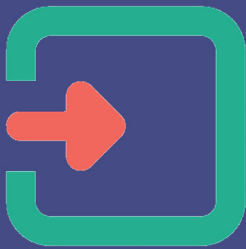
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1. Introduction

Background

This report details the results of Berneslai Homes' 2024/25 TSM tenant satisfaction survey, delivered by ARP Research. The aim of the survey is to allow tenants to have their say about their home, the services they receive, and how these could be improved in the future. This survey meets the requirements of The Regulator of Social Housing's guidance for tenant satisfaction measures (TSMs). All social landlords are required to report TSMs annually.

Throughout the report the survey data has been broken down and analysed by various categories, including by area and various equality groups. Where applicable the current survey results have also been compared against the 2023/24 TSM survey, including tests to check if any of the changes are *statistically significant*. Finally, the results have also been benchmarked against Berneslai Homes' peer group in the Housemark 2023/24 TSM database.

About the survey

The survey was conducted by ARP Research over the course of two fieldwork periods, the first in early summer and the second in winter. The first period was between 20 May and 06 July 2024, the second between 02 November and 24 December 2024. A computer-generated randomly selected 3,500 general needs households and all 33 temporary units (total 3,533) were invited to take part in the survey split equally between the two tranches.

The first part of each tranche involved email invitations and reminders to every selected household with a valid email address (1,857 across both waves), with a paper questionnaire sent in the post to the remaining 1,676. 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 (2,532 across both waves). Finally, a full reminder was sent by post to every household that had not already taken part via any method (2,983 across both waves).

Overall, 1,180 LCRA (low cost rental accommodation) tenant households took part in the TSM survey, which represented a response rate of 33% (error margin +/- 2.8%). This exceeds the stipulated TSM target error margin of +/- 3.0%. The final survey data was weighted by interlaced age group and property type plus ethnic background to ensure that the survey was representative of the tenant population as a whole.

Understanding the results

Most of the results are given as percentages, which may not always add up to 100% because of rounding and/or multiple responses. It is also important to take care when considering the results for groups where the sample size is small. Where there are differences in the results over time, or between groups, these are subjected to testing to discover if these differences 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.

For a full summary of the approach, including detailed methodology, please see appendix A.



2. Executive summary

Housemark

Bench mark 2023/24 result Change over time 2024/25 result

67%	77%	↓	75%
71%	75%	↓	74%
66%	76%	↓	68%
68%	74%	↓	71%
74%	75%	↓	72%
56%	60%	↑	62%
67%	64%	↓	63%
76%	77%	↑	78%
29%	43%	↑	45%
64%	66%	↓	62%
60%	60%	↓	55%
55%	48%	↔	48%



Tenant Satisfaction Measures

- TP01 satisfaction overall
- TP02 repairs service in last 12 months
- TP03 time taken to complete last repair
- TP04 home is well maintained
- TP05 home is safe
- TP06 listens to views and acts on them
- TP07 being kept informed
- TP08 treated fairly and with respect
- TP09 approach to handling complaints
- TP10 communal areas clean and maintained
- TP11 makes a positive contribution to area
- TP12 approach to handling ASB

statistically significant improvement
 no statistically significant change
 statistically significant decline

2. Executive summary

Overall satisfaction

1. The main impression given by the 2024-25 survey results is that tenant satisfaction is now relatively stable. This includes 75% who are satisfied overall with the housing service, which is within the error margin compared to 77% achieved last year. On the opposite end of the scale, 13% are dissatisfied (section 3).
2. When compared against Housemark's 2023/24 TSM peer group benchmarks, the Berneslai Homes overall satisfaction score is 8% above the median score of 67%.
3. The lack of significant change in the full survey results between this year and last is also true for almost all the other TSM questions.
4. There continues to be the expected difference by age group, with retirement age tenants significantly more satisfied than average (87%), whilst the score is only 66% amongst under 50s.
5. A 'key driver' analysis is a statistical test to check which other results in the survey are best at predicting overall satisfaction. In descending order of strength, the four factors most closely associated with overall tenant satisfaction are below. The pattern of results is very similar to last year, including the same items in the top two placings.
 - Provide a home that is well maintained (71% satisfied, section 4)
 - Listens to and acts on tenants' views (62%, section 6)
 - Easy to deal with (77%, section 7)
 - Time taken on last repair (68%, section 5)

The home

6. Satisfaction with how well the home is maintained is slightly lower than last year, but not by quite enough to be statistically significant. At 71% it is a few points higher than the peer group benchmark of 68% (section 4).
7. There is also no statistically significant change in the proportion of tenants who say that they are provided with a home that is safe (72%), although this is a couple of points below the benchmark.
8. Around a quarter of the sample (24%) claim to live in a building with communal areas, either inside or outside, that Berneslai Homes is responsible for cleaning and maintaining. Amongst this group, 62% are satisfied compared to over a quarter that are dissatisfied (27%).
9. There is a wide gap in satisfaction with communal maintenance between households with or without a member with a disability (57% and 72% respectively).

Repairs

10. The only survey rating where there has been a significant drop in satisfaction is with the time taken to complete the last repair after it was reported, which is down 8% to 68%. This means a quarter of tenants who had received a repair are dissatisfied with its timeliness (24%, section 5).
11. Most pertinently, satisfaction with the time taken to complete the last repair has dropped by 14% for repairs completed by Wates (now 61%), compared to 5% for in-house (now 71%).
12. However, this doesn't yet seem to have affected the wider perception of repairs received in the last 12 months as that score has only shifted by 1% since last year (now 74%).

2. Executive summary

13. Compared to similar landlords both repairs ratings are still a few points higher than the equivalent benchmark scores.

Communication

14. The second strongest key driver of tenant satisfaction is once again whether their landlord listens to their views and acts upon them. This rating has crept up slightly to 62%, and is now 6% higher than the benchmark median (section 6).
15. The other questions in this section have remained stable since last year, which means that over three quarters of respondents (78%) agree that they are treated fairly and respectfully, whilst 63% believe that they are kept well informed.
16. Being treated fairly and with respect is notable in that it is the only question in the survey where respondents with a disability in their household don't differ significantly from the rest of the sample.

Customer service

17. Over three quarters of survey respondents say that Berneslai is easy to deal with (77%). This is known as a 'customer effort' score is a useful overall gauge of satisfaction with customer services. It is broadly unchanged since last year (section 7).
18. Tenants with mental health issues and/or a speech impairment are less positive on the customer effort score. It is also lower if the respondent's last repair was carried out by Wates
19. Two thirds are satisfied with Berneslai Homes' online service, which is around the same proportion as last year.

Neighbourhoods

20. Just over half feel that Berneslai Homes makes a positive contribution to that neighbourhood (55%), and slightly fewer are satisfied with the handling of ASB (48%, section 8).
21. Although both scores are within the margin of error, the ASB rating has levelled off but the contribution to the neighbourhood question continues to drop from the high of 64% in 2022.
22. The TSM neighbourhood satisfaction scores are both still in the benchmark fourth quartile, although this may be due to the large proportion of 'neither' responses to both questions. Indeed, the Housing Regulator has cautioned against comparing between landlords because of the inherent variability in these questions.
23. The North area is again the most positive, but there are now 10% fewer tenants in the South area that feel a positive contribution is being made (now 46%).

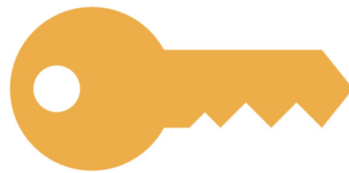
Complaints

24. It is important to understand that most respondents that claim to have made a complaint will not have used the formal complaints system but instead made escalated service requests.
25. Since last year the proportion of tenants that have raised such an issue with Berneslai Homes has increased from 27% to 31% (section 9).
26. The way these complaints or escalated service requests are handled receives a very similar rating to last year (45%) that compares to an average of just 29% for similar landlords. Predictably, this result is therefore in the top quartile.



3. Services overall

75%
satisfied
overall



top 'key
drivers'

1. home that is well maintained
2. listen and act on views
3. easy to deal with
4. time taken on last repair



Satisfaction has stabilised this year with only one of the TSM measures having changed by a statistically significant amount

Housemark

Benchmarks for tenant satisfaction are lower than before, so overall satisfaction is 8% above the peer group median



The 'key driver' list of the best predictors of overall satisfaction is also very similar to last year

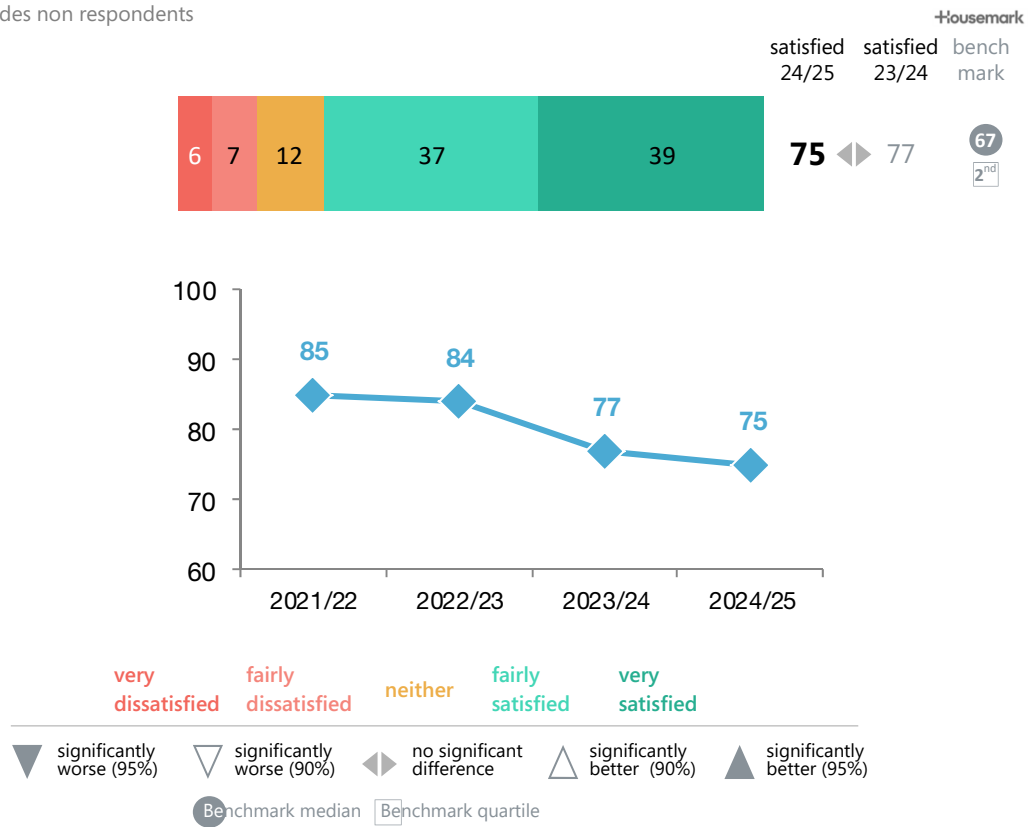


There continues to be a substantial difference in satisfaction between older and younger tenants, although it has improved slightly for the under 35s

3. Services overall

3.1 Overall satisfaction

% Base 1167 | Excludes non respondents



The main impression given by the 2024-25 survey results is that customer satisfaction is now relatively **stable**. An example of this is the overall satisfaction score where there has been only a 2% variation (now 75%), which isn't a statistically significant change.

This means that the statistical test used to compare scores tells us we can't be confident that any differences are real rather than being merely down to chance, or in other words it is within the margin of error. Note that changes that are not statistically significant may also be real, but we cannot say that with enough confidence.

This pattern stands in contrast to the findings last year when there was a substantial drop in tenant satisfaction across the board. Although the scores haven't returned to the previous high levels, it is positive to see that satisfaction levels have stabilised.

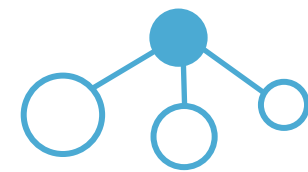
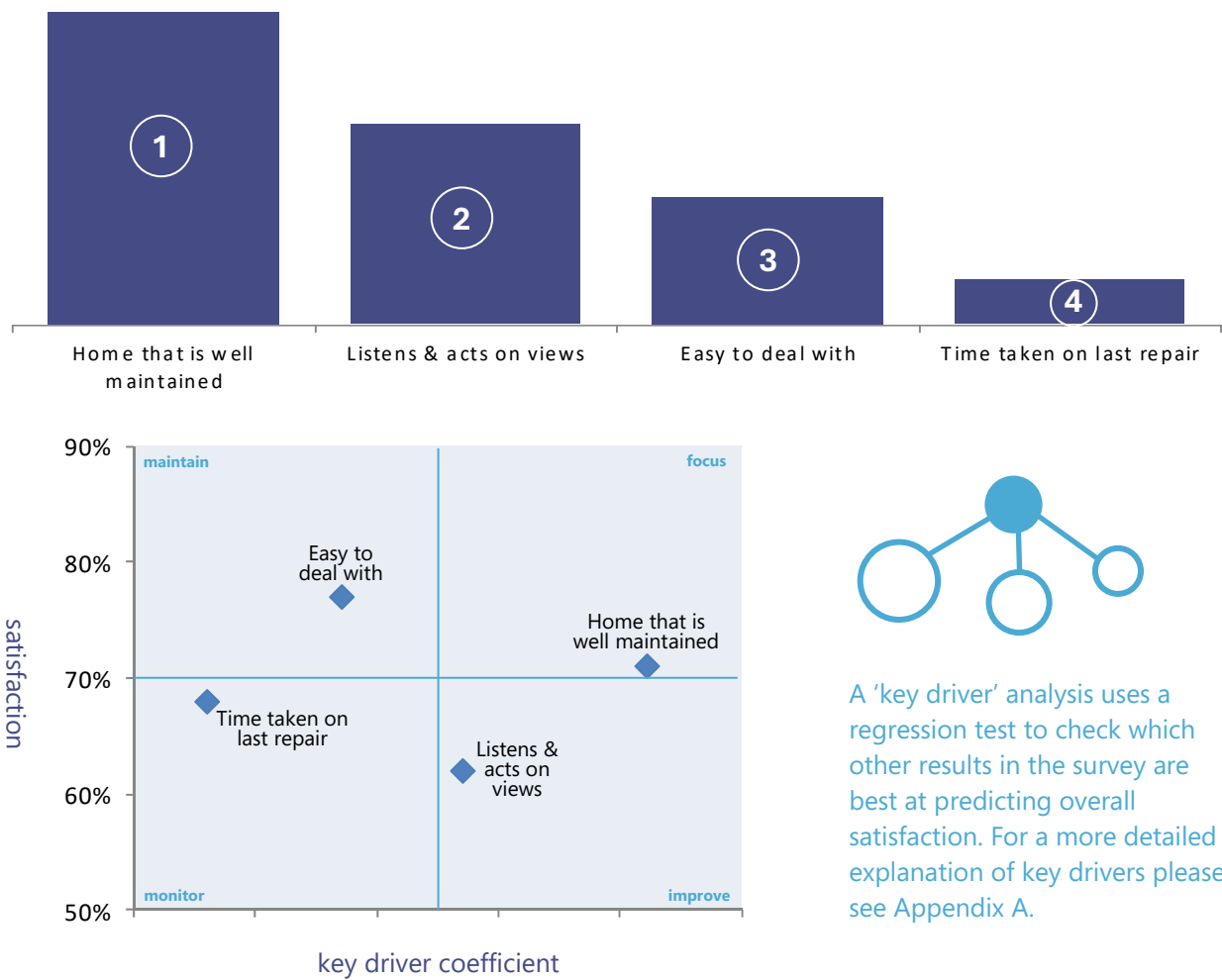
Berneslai Homes aren't unique in experiencing lower tenant satisfaction in the last couple of years. Indeed, when compared against Housemark's 2023/24 TSM peer group benchmarks, the Berneslai Homes overall satisfaction score is **8% above the median** score of 67%. To place this in context, overall satisfaction amongst peer group members has fallen from 75% just 18 months ago.

It is also worth noting that this year's survey is the first to be completed across two tranches, the first in summer and the second in autumn/winter. The surveys collected during the summer period may have been impacted by the period of civil unrest in a number of places in the country, including Barnsley, and at that time the satisfaction level was just 73%. In comparison, 77% of tenants that took part during the later fieldwork period were satisfied.

The lack of significant change in the full survey results between this year and last is also true for almost all the other TSM questions, with the exception of the **time taken to complete the last repair** where the score has dropped by a substantial of 8% (see section 5).

3. Services overall

3.2 Key drivers - overall satisfaction



A 'key driver' analysis uses a regression test to check which other results in the survey are best at predicting overall satisfaction. For a more detailed explanation of key drivers please see Appendix A.

A 'key driver' analysis is a statistical test known as a 'regression' that identified those ratings throughout the survey that were most closely associated with overall satisfaction. This test does not mean that these factors directly caused the overall rating to fall, but it does highlight the combination of factors that are the **best predictors of overall satisfaction** for tenants. This has the advantage of potentially identifying hidden links that respondents may not even be conscious of (see chart 3.2).

Despite the removal of a number of questions in the key driver analysis due to the slimmer questionnaire used this year, the general pattern is still **very similar** to how it appeared in 2023.

Property maintenance continues to be the theme of the survey results again this year because satisfaction that the home is well maintained continues to have a dominant role at the head of the list. The rating itself is slightly lower than last year (71% v 74%) but is nevertheless still above the typical score achieved by other landlords (section 4).

There is also still one of the repairs questions on this list, however, the items have swapped and the repairs service generally has been replaced this year with the **time taken on the last repair**. This is undoubtedly because the speed of repairs is the only score to have significantly declined this year (68% v 76%). Despite this, it's a little surprising that it is still the weakest of the four key drivers.

The second best predictor of overall satisfaction is **listening to and acting on tenant's views** which also appeared in the same position as last year. Its inclusion reiterates that the customer experience remains an influential factor in overall satisfaction, not least of which because it is joined in the list by the extent to which Berneslai Homes is **easy to deal with**, a non-TSM question that is often referred to as a 'customer effort' score.

3. Services overall

By people

- There continues to be the expected difference by **age group**, with retirement age tenants significantly more satisfied than average (87%), whilst the score is only 66% amongst under 50s. For full details see table 10.10.
- However, satisfaction amongst the under 35s has increased by 5% since last year. Conversely, overall satisfaction has fallen by 4% amongst tenants aged 35 – 49 with this group now significantly less satisfied than the sample overall on all but two of the main survey ratings.
- Only a small proportion of survey respondents are from a **racially and ethnically diverse** background (6%), but this group has a slightly higher level of satisfaction than other tenants (82% v 75%). This difference is most apparent in the answers to questions on communication and how complaints and reports of ASB are handled (see table 10.12).
- There is no difference in overall satisfaction depending on whether a respondent has had a repair or not (75% v 77%), however, there is by **repairs contractor**. Tenants whose last repair was completed in-house are far more satisfied than those whose repair was completed by Wates (78% v 70%), a pattern very much in evidence throughout all of the survey findings.

- Once again, **new tenants** are significantly more satisfied than average (80%), but unlike a year ago there is no drop off at 1-2 years (also 80%). This time it is tenants with 3–5 years tenure amongst whom satisfaction falls (70%).
- There is a statistically significant gap in satisfaction between respondents with a household member **with a disability** and those without (73% and 78% respectively) which is another pattern that extends throughout the survey findings (see table 10.11).





By place

- This year there is one significant difference between the overall score by **area** with respondents in the South Area significantly less satisfied than average (72%). In contrast, satisfaction is highest in the North Area (80%).
- Overall satisfaction is again significantly higher than average for tenants in **bungalows** (83%), but significantly lower for those in houses (71%).

3.3 Overall satisfaction by area

	Sample size	% positive Overall satisfaction
Overall	1180	75
North East Area NT	332	72
South Area NT	241	72
Central Area NT	302	77
North Area NT	305	80

Key

-  Better @ 95% confidence
-  Better @ 90% confidence
-  Worse @ 90% confidence
-  Worse @ 95% confidence

*see appendix for more detail



4. The home

72%



safe

71%



well maintained



Maintenance of the home is once again the strongest key driver of overall satisfaction



None of the questions in this section have changed by a statically significant margin, albeit slightly lower than last year



Almost two thirds of those with communal areas are happy with their cleaning and maintenance (62%)



There is a big gap in the communal maintenance score between households with or without a member with a disability

4. The home

This second TSM survey confirms that the standard of the property remains a core focus for Berneslai Homes tenants, as how well the home is maintained continues to be the single strongest **key driver** of overall satisfaction (section 3).

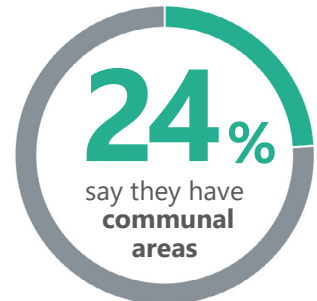
It is therefore positive to see that the 71% who are satisfied with the standard of **home maintenance** is a few points higher than the peer group benchmark of 68%. This score is slightly lower than the 74% achieved last year, but not by quite enough to be statistically significant. In part this is because the proportions 'very' satisfied or 'very' dissatisfied have varied by just 1%. Issues with the timeliness of repairs will also have been a factor for all scores in this section of the survey (see section 5).

Whether or not tenants feel satisfied that their **home is safe** is also broadly similar to last year (72% satisfied), but in this case it is now a couple of points below the benchmark median of 74%.

It is worth noting here that in other tenant surveys when respondents are asked what they are thinking about when answering about safety, the most common answer is the standard of repairs and maintenance. In addition, the second most common topic is normally damp or mould.

Around a quarter of the sample (24%) claim to live in a building with **communal areas**, either inside or outside, that Berneslai Homes is responsible for maintaining. Amongst this group, 62% are satisfied compared to over a quarter that are dissatisfied (27%).

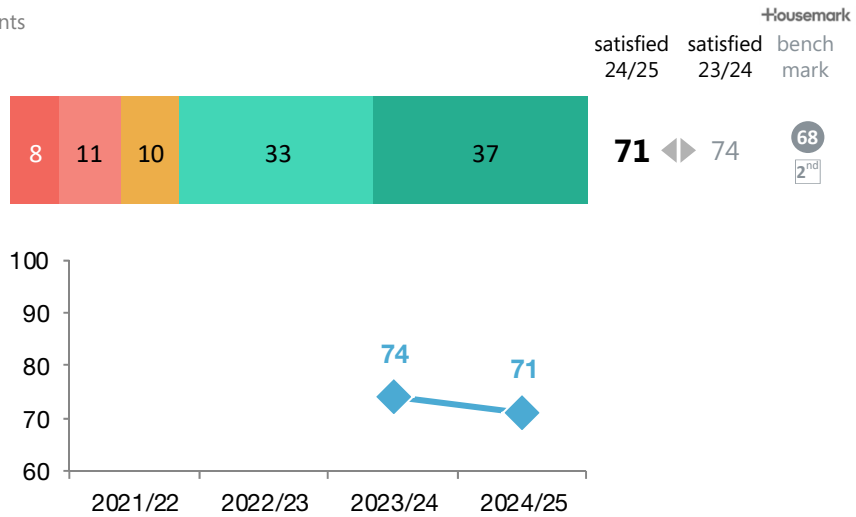
Although there hasn't been a statistically significant change in the pattern of responses to this question due to the smaller sample base, it should nevertheless be noted that the rating is 4% lower than that achieved last year, and 2% below the benchmark.



4. The home

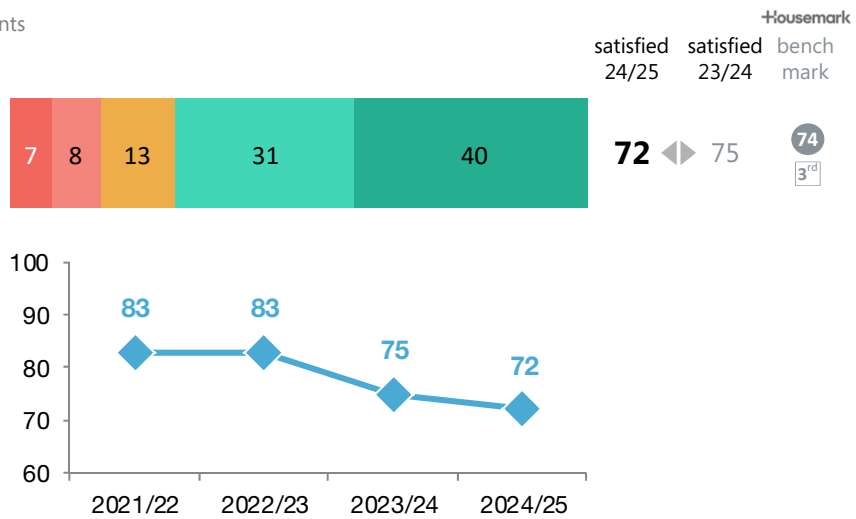
4.1 Home is well maintained

% Base 1173 | Excludes non respondents



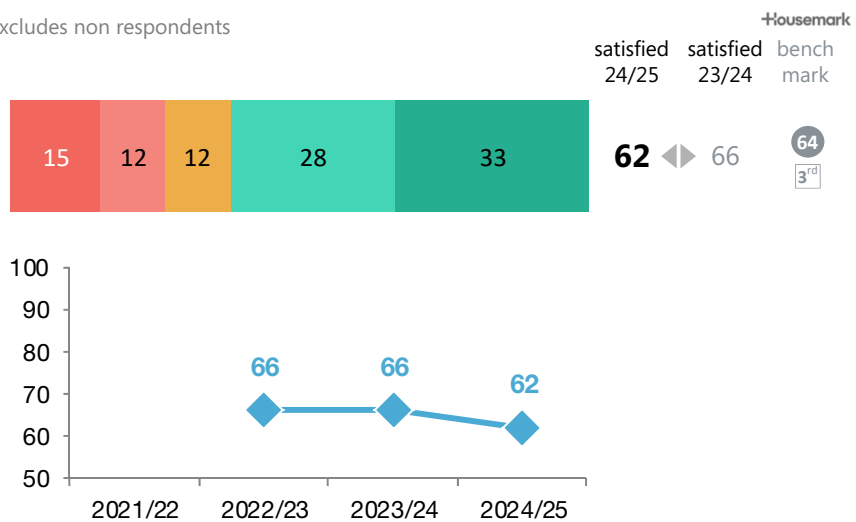
4.2 Home that is safe

% Base 1166 | Excludes non respondents



4.3 Cleanliness & maintenance of communal areas

% Base 281 | Have communal areas. Excludes non respondents



4. The home

By people

- As can also be seen in chart 10.10, in terms of both maintenance and safety, the **under 50s** are significantly less satisfied than average, especially the under 35s group amongst whom only 50% are satisfied with the maintenance of their home and 55% satisfied with its safety.
- Mirroring the pattern seen elsewhere in the survey findings, satisfaction has fallen the most amongst the 35-49 year olds, including for safety (59%, down 10%).
- Tenants from a **racially and ethnically diverse** background are somewhat more satisfied than their White British neighbours with the cleaning and maintenance of communal areas (72% v 60%).
- The maintenance of the home is again rated slightly higher by respondents whose **last repair** was completed in-house compared to Wates (73% v 65%).
- The gap in satisfaction between households with or without a member with a **disability** is at its greatest for the communal cleaning and maintenance question, being 57% and 72% respectively.
- Both the maintenance and safety ratings are significantly higher than average amongst **new tenants** (79% 'maintenance', 82% 'safety') with notable 13% drop offs for both scores for respondents who have been a tenant for 1-2 years.

By place

- Satisfaction with both maintenance and safety is rated slightly higher for tenants **with communal areas** than those without (79% v 69% 'maintained', 77% v 69% 'safe').
- By **property type** the lowest satisfaction with maintenance is 63% amongst those living in houses (down 7%), with a quarter actively dissatisfied (25%). This compares to 82% satisfaction in bungalows. This group are also the most likely to be satisfied with safety (81%), including 54% that are 'very satisfied'.
- By **area**, residents in the North East give the lowest score for property safety, which is down from 72% to 67%. In contrast, respondents in the North Area rate it significantly above average (77%).
- Residents in the South Area are significantly less satisfied with the property maintenance (66%, down 6%), whereas satisfaction is highest in the Central Area (75%).
- Satisfaction with communal cleaning and maintenance is 9% lower than last year in the Central Area (now 65%).

4.4 The home by area

	Sample size	% positive		
		Well maintained	Safe	Cleanliness/ maintenance of communal areas
Overall	1180	71	72	62
North East Area NT	332	67	67	53
South Area NT	241	66	68	58
Central Area NT	302	75	75	65
North Area NT	305	74	77	67

Key

- Better @ 95% confidence
- Better @ 90% confidence
- Worse @ 90% confidence
- Worse @ 95% confidence

*see appendix for more detail



5. Repairs service

74%



service in last
12 months

68% ▼



time taken to
complete repair



The timeliness of the last repair is the only survey question to have significantly worsened since last year, down 8%



This score is down 14% for repairs conducted by Wates



It is also a key driver of satisfaction, albeit the weakest of them



However, this doesn't yet seem to have affected the wider perception of repairs received in the last 12 months

Housemark

Compared to similar landlords these scores are still slightly higher than average

5. Repairs service

The performance of the repairs service that tenants receive is the standout feature of this year's TSM results because the only survey rating where there has been a **significant drop** in satisfaction is with the **time taken** to complete the last repair after it was reported.

Indeed, only two thirds of respondents gave this a positive score (68%), compared to three quarters last year (76%) and 80% in 2022. Consequently, a quarter of tenants who had received a repair are dissatisfied with its timeliness (24%).

This is obviously a clear problem that Berneslai Homes is aware of and has resulted in this rating making an appearance on the **key driver** list (section 3). However, for now the wider impact of this issue seems to have been surprisingly limited, with it being only the fourth strongest key driver and there being no other significant variations in the results.

This means that 74% of tenants that received a repair in the last 12 months have a positive **perception of the service over the last year**, a shift of just 1% since previous survey. Furthermore, both repairs ratings are still a few points higher than the equivalent benchmark scores.

One reason may be that issues with timeliness seem to be affecting repairs conducted by Wates to a far greater extent than those completed in-house (see below).



By people

- Those aged **65 or over** remain the most satisfied age group (88%). Satisfaction is again significantly below average amongst the under 50s (61%) despite improving slightly amongst the under 35s from 56% to 61% (see table 10.10).
- Satisfaction with the time taken to complete the last repair has fallen furthest amongst the 35–49 age group (56%, down 13%), followed by the 50–64 year olds (67%, down 9%).
- Repairs satisfaction is still very high for **new tenants** (93%, was 76%), but the drop-off in years 1-2 is also still there (69%).
- Unlike the last survey, there is now a significant difference depending on who delivered the last repair being below average if completed by **Wates** (66% generally and 61% timeliness), compared to 78% and 71% respectively for the in-house team.
- Most pertinently, satisfaction with the time taken to complete the last repair has dropped by 14% for repairs completed by Wates, compared to 5% for in-house.

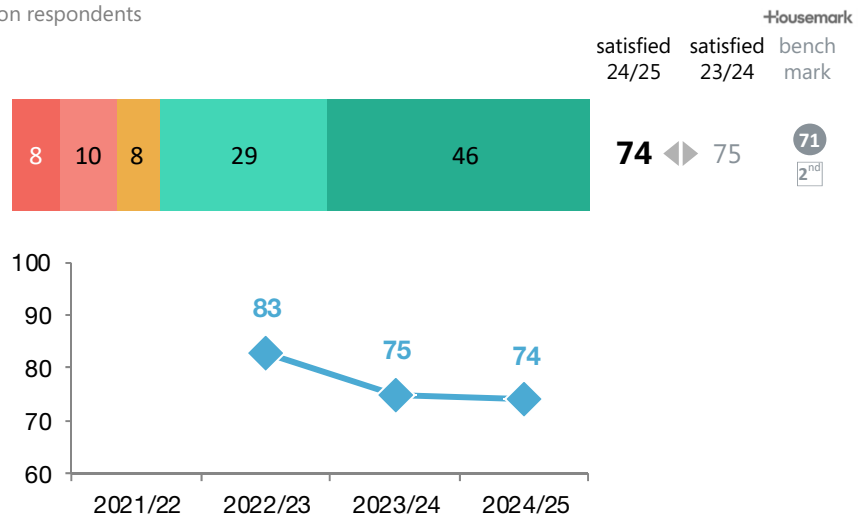
By place

- When analysed by **area**, it is clear that repairs satisfaction is significantly below average in the South Area where satisfaction has fallen from 74% to 67%. In contrast, satisfaction has improved slightly in the North Area (80%, was 77%) and the Central Area (78%, was 74%).
- Respondents in the South Area are also significantly less satisfied than average with the time taken to complete their last repair (60%) which has fallen a notable 16% compared to a year ago, the largest drop of any of the four main areas.
- Despite satisfaction falling 3% from a year ago, respondents in the North Area are significantly more satisfied than average with the time taken to complete their last repair (73%).
- Both repairs questions are significantly below average in **houses** (67% 'service', 59% 'time taken'), whereas the opposite is true for those living in bungalows (87% 'service', 78% 'time taken'), with the scores in houses down 4% and 14% compared to a year ago.

5. Repairs service

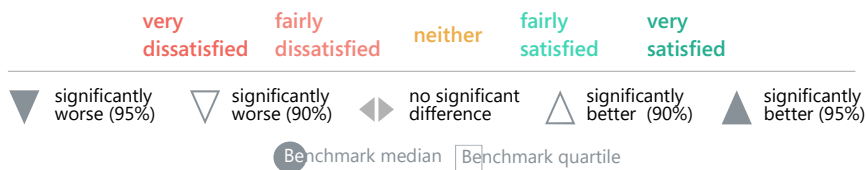
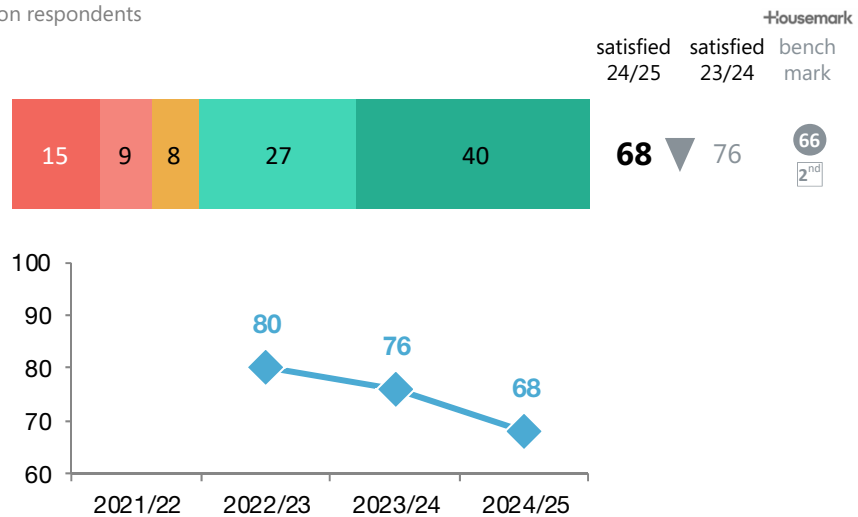
5.1 Repairs service in the last 12 months

% Base 899 | Had a repair. Excludes non respondents



5.2 Time taken to complete repair after reported

% Base 898 | Had a repair. Excludes non respondents



5.2 Repairs service by area

	Sample size	% positive	
		Repairs service in last 12 months	Time taken to complete last repair
Overall	1180	74	68
North East Area NT	332	72	67
South Area NT	241	67	60
Central Area NT	302	78	69
North Area NT	305	80	73

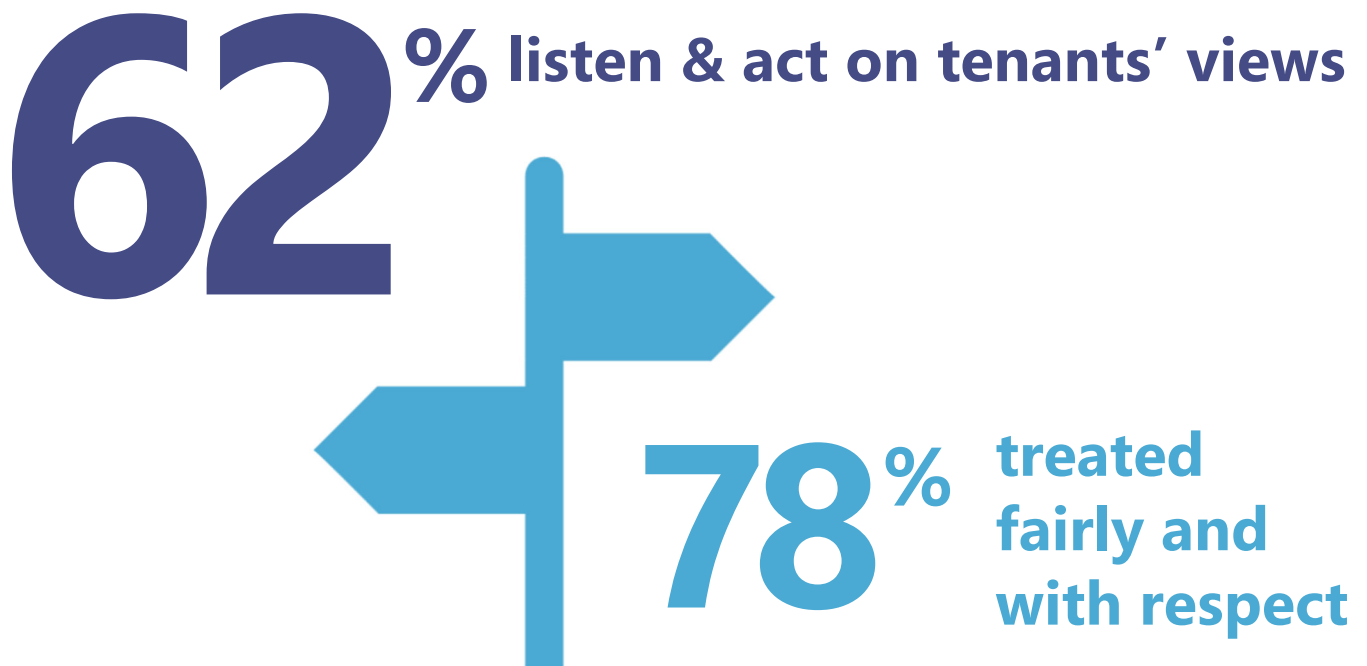
Key

- Better @ 95% confidence
- Better @ 90% confidence
- Worse @ 90% confidence
- Worse @ 95% confidence

*see appendix for more detail



6. Communication



Listening to tenants views is once again the second best predictor of overall satisfaction



This rating has crept up slightly, and is now 6% higher than the benchmark median



However, at 71% satisfaction with the level of information is a few points lower than is typical for similar landlords



Tenants in the South area give significantly lower ratings for both information and being treated fairly and respectfully

6. Communication

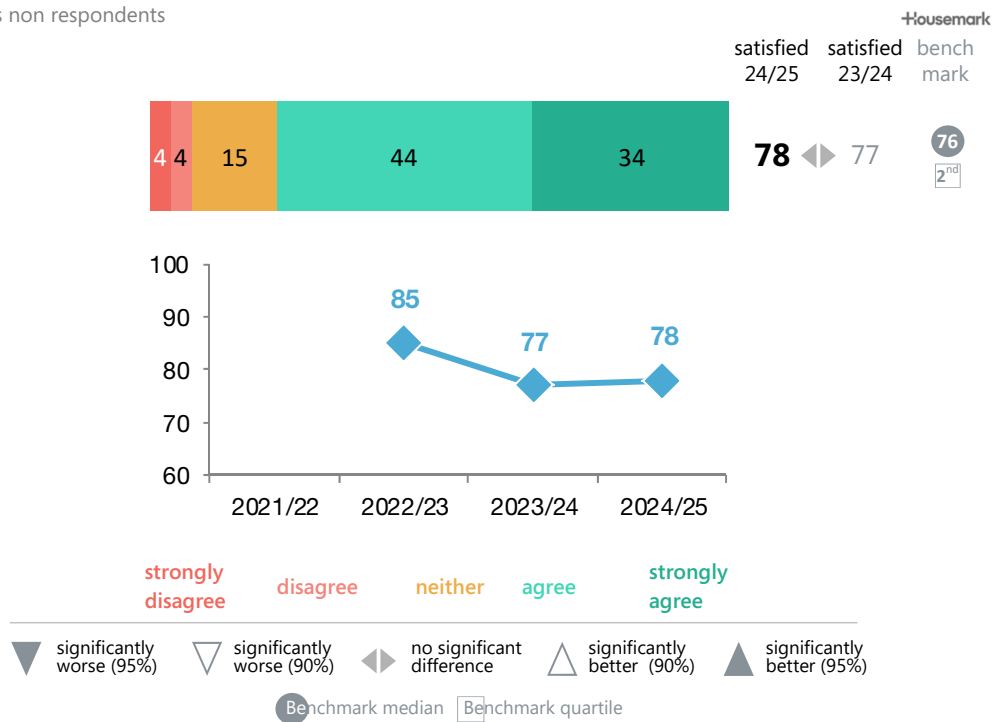
Although the primary theme of the survey results is the property, the second strongest key driver of tenant satisfaction is once again whether their landlord **listens to their views and acts upon them**, a rating that has crept up slightly to 62%. This contrasts with the peer group where it has fallen, to the extent that Berneslai Homes score is now **6% higher** than the benchmark median.

Note that how people respond to this question is influenced by a wide range of factors, but that this score is often linked most closely with day-to-day transactions such as telephone queries and the repairs process. It is therefore surprising that it seems to be unaffected by the increased repairs waiting times (see section 5).

The other questions in this section have remained stable since last year, which means that over three quarters of respondents (78%) agree that they are treated **fairly and respectfully**, whilst 63% believe that they are **kept well informed**. Although the former is just above the benchmark median, the 63% satisfaction rating for the level of information provided to tenants is 4% lower than benchmark.

6.1 Treat tenants fairly and with respect

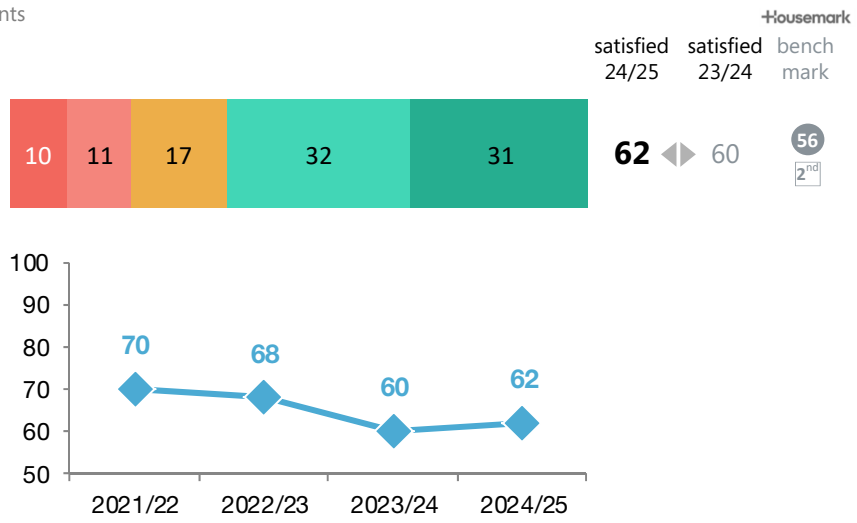
% Base 1158 | Excludes non respondents



6. Communication

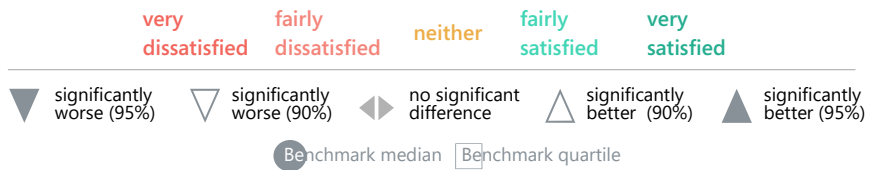
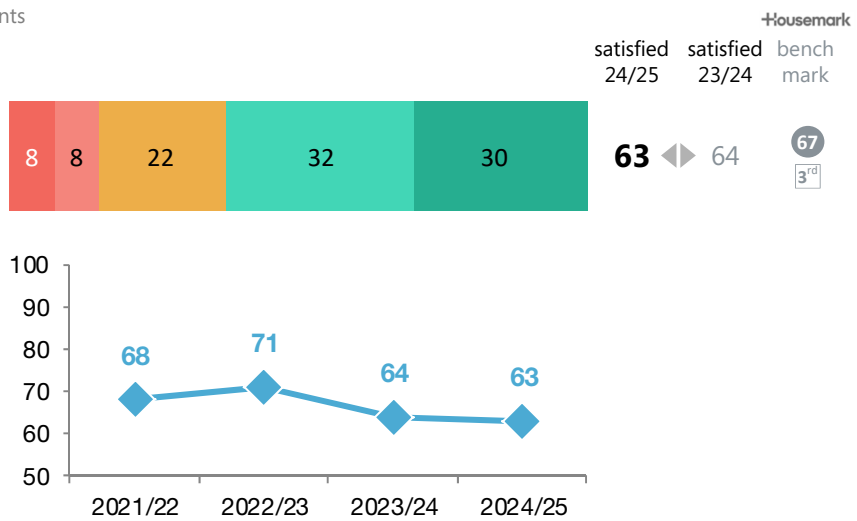
6.2 We listen to your views and act upon them

% Base 1145 | Excludes non respondents



6.3 Keep tenants informed

% Base 1166 | Excludes non respondents



6. Communication

By people

- There are similar demographic differences are seen across all questions in this section.
- This includes the now familiar differences by **age group**, with scores generally being lower than average for the under 50s and above average for those of retirement age (see table 10.10).
- The **under 35s** are distinct in that they are notably more positive that they are treated fairly and with respect than they were last year (78% v 68%).
- **Racially and ethnically diverse** respondents are significantly more satisfied that they are kept informed than their White British neighbours (75% v 62%).
- Being treated fairly and with respect is notable in that it is the only question in the survey where respondents with a **disability** in their household don't differ significantly from the rest of the sample.
- **New tenants** are significantly more positive with every rating in this section.
- All three are rated higher by respondents who have had a repair carried out by the in-house team compared to those who have had a repair by **Wates**, including a significant difference, 'being kept informed' (65% v 58%) and 'treated fairly and with respect' (81% v 71%).

By place

- Tenants living in the **South Area** are the least satisfied on all three measures in this section, including significantly lower than average ratings for being kept informed (58%) and being treated fairly and with respect (71%).
- Respondents living in **houses** are the least satisfied that their views are listened to (55%) and being kept informed (56%). Both are rated highest in bungalows (74% and 72% respectively). Similarly, respondents in houses are less likely to agree that they are treated fairly and with respect compared to those in other property types (73%).

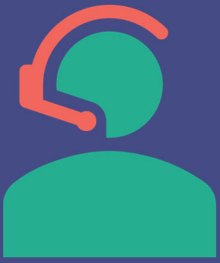
6.4 Communication by area

		% positive		
	Sample size	Treats tenants fairly & with respect	Listens to views & acts upon them	Keeps tenants informed
Overall	1180	78	62	63
North East Area NT	332	76	60	60
South Area NT	241	71	57	58
Central Area NT	302	82	64	68
North Area NT	305	81	68	64

Key

- Better @ 95% confidence
- Better @ 90% confidence
- Worse @ 90% confidence
- Worse @ 95% confidence

*see appendix for more detail



7. Customer service



77%



easy to deal with
(customer effort)



Being easy to deal with is now one of the drivers of satisfaction overall



Tenants with mental health issues and/or a speech impairment are less positive on the customer effort score



It is also lower if the respondent's last repair was carried out by Wates



Two thirds are satisfied with Berneslai Homes' online service, which is around the same proportion as last year

7. Customer service

Although it isn't a TSM question, whether people feel that a service provider is easy to deal with is a useful overall gauge of satisfaction with customer services. This type of question is commonly known as a '**customer effort**' score because an effortless experience is usually a positive one. Indeed, this year it is a **key driver** of overall tenant satisfaction.

Like most of the other survey results, whilst this rating is slightly lower than it was in 2022, the 2% drop since last year is not statistically insignificant (77% satisfied this year). At the opposite end of the scale, only 11% are actively dissatisfied. Indeed, one might normally have expected to see this rating drop further in sympathy with the issue this year with the timeliness of repairs (see section 5).

The general pattern of the survey results over the past few cycles is again evident in how tenants rate the **online services** provided by Berneslai Homes, with an obvious drop in 2023 followed by stability this year. Accordingly, two thirds of respondents are satisfied with the digital offering (65%) compared to 11% who are dissatisfied.

Interestingly, the oldest and youngest tenants seem to be happiest with the available online services, but it's the group that could best be generalised as established adults and families that have the poorest perception (see below).

By people

- As has been the case in previous years, only two thirds of tenants aged **under 50** find Berneslai Homes easy to deal with (68%), compared to three quarters of those aged 50-64 (75%) and nine out of ten respondents of retirement age (90%).
- Although a large proportion of this group didn't express an opinion (43%), amongst respondents aged 65+ gave a rating to Berneslai Homes' online services 71% are satisfied. This is similar to the 68% satisfaction rating for under 35s.
- The group that are significantly less satisfied than average with the digital services are tenants aged 35-49 with a score of just 57%, although this is mainly because they are the most likely to say that they are either satisfied nor dissatisfied (30%).
- **New tenants** are significantly more satisfied than average that Berneslai Homes are easy to deal with (85%), compared to only 72% of those who have been a tenant for 3 – 5 years.

- It is good to see that most respondents with a hearing **impairment** also seem to have few difficulties dealing with Berneslai Homes (86% satisfied), but this rating is lower than average for those with mental health issues and/or a speech impairment (both 70%).
- Respondents whose last repair was carried out by **Wates** are also significantly less satisfied that Berneslai Homes is 'easy to deal with' than if it was completed in-house (80% v 71%).

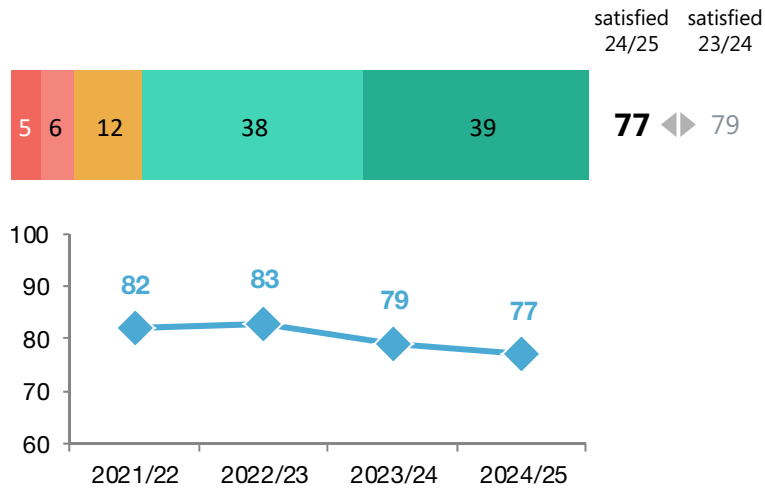
By place

- Tenants living in the **South Area** are significantly less satisfied than other areas on the customer effort score (71%).

7. Customer service

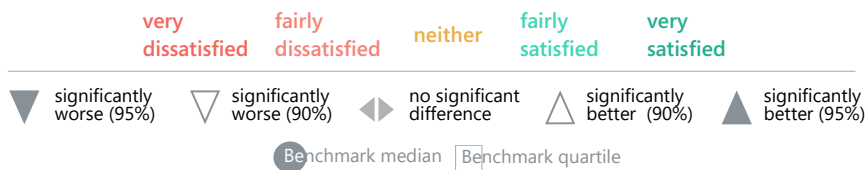
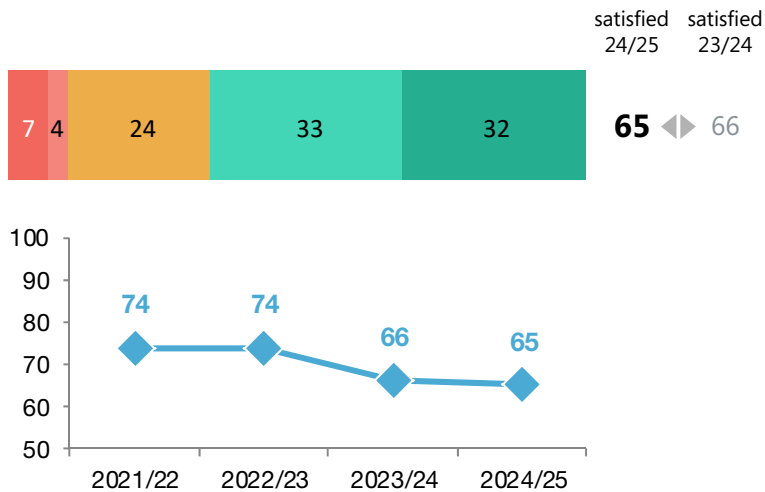
7.2 Easy to deal with

% Base 1147 | Excludes non respondents



7.2 Online services provided by Berneslai Homes

% Base 886 | Excludes non respondents



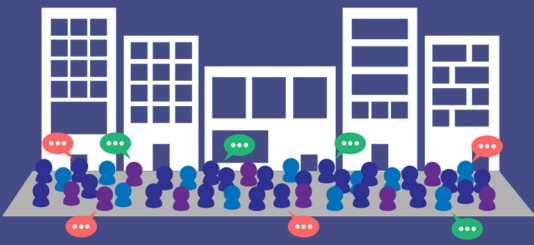
7.3 Customer service by area

	Sample size	% positive	
		Easy to deal with	Online services
Overall	1180	77	65
North East Area NT	332	77	62
South Area NT	241	71	61
Central Area NT	302	79	65
North Area NT	305	82	72

Key

- Better @ 95% confidence
- Better @ 90% confidence
- Worse @ 90% confidence
- Worse @ 95% confidence

*see appendix for more detail



8. Neighbourhood

55 % a positive contribution to the neighbourhood




approach to handling ASB

48 %

◀ Neither question varies from last years score by a statistically significant margin

Housemark Although the scores are below the national benchmarks, they tend to be lower anyway for self completion surveys

 The North area is again the most positive, but there are now 10% fewer tenants in the South area that feel a positive contribution is being made.

8. Neighbourhood

There are two questions in the TSM regulatory survey that ask tenants about their perception of the local neighbourhood. These are whether the Berneslai Homes makes a **positive contribution** to the neighbourhood (55% satisfied) and the approach to **handling ASB** (48% satisfied).

Although both scores are within the margin of error, the ASB rating has levelled off but the contribution to the neighbourhood question continues to drop from the high of 64% in 2022.

Both scores are still in **bottom quartile** compared to per landlords in Housemark's benchmark database, however, it is important to note that the Housing Regulator has cautioned against comparing between landlords because of the inherent variability in these questions.

Indeed, both questions have high proportions of tenants that chose the middle answer on the rating scale (28% and 30% respectively), which tends to indicate uncertainty amongst respondents. This pattern is usually more evident in surveys such as Berneslai Homes' that use a self-completion methodology.

Furthermore, these scores will vary somewhat because no two neighbourhoods are the same and many aspects of the local environment and community are simply outside the purview of the landlord. An example of such variation is in the North area where these ratings are higher than average (see below).

By people

- Satisfaction with the contribution to the neighbourhood is again rated significantly higher than average for 65+ **age group** (66%), whilst only 42% of 35–49 year olds say the same, which is down 10% compared to a year ago. In addition, respondents aged 18–34 are also now less satisfied than a year ago (54% to 48%).
- The ratings decline amongst 35–49 year olds is also evident for the ASB question, with a 7% drop in this score to 39%.
- The small group of respondents from a **racially and ethnically diverse** background are significantly more satisfied than White British with Berneslai Homes' contribution to where they live (70% and 54% respectively), with a similar disparity evident in terms of satisfaction with the approach to handling ASB (58% and 46%).
- **New tenants** (under 1 year) remain the most satisfied group with Berneslai Homes contribution to their neighbourhood (81%), which is an improvement of 11% since the last survey. However, satisfaction drops dramatically for respondents who have been a tenant for 1–2 years (51%). New tenants are also significantly more satisfied than average with how ASB is dealt with (69%) which is also up 11% compared to a year ago.
- Both scores are significantly below average for respondents with a disability than those with none, especially so for those with **mental health** issues (46% and 39% respectively).

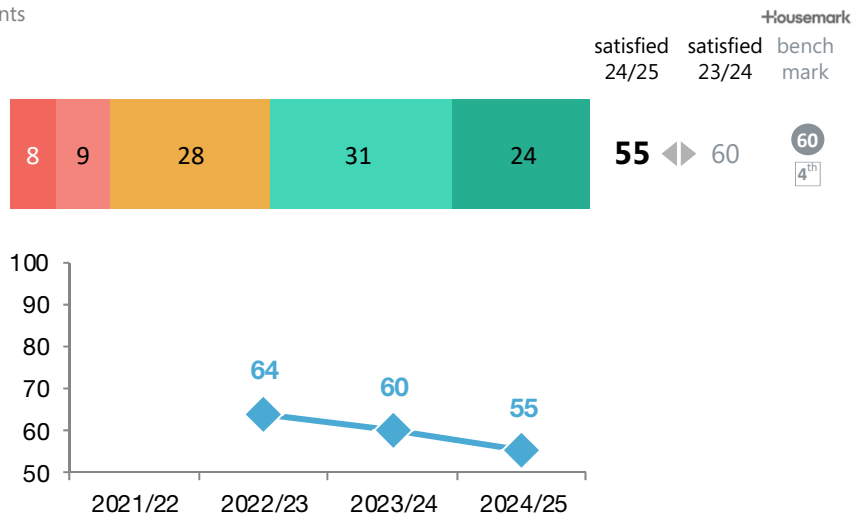
By place

- By **area** it is obvious from chart 8.3 that tenants in the North Area are the most positive group on both measures, which includes an 8% increase this year for the ASB rating.
- Conversely, respondents in the South Area are significantly less satisfied with regards to their landlord's contribution to their neighbourhood (46%) which is down a notable 10% compared to a year ago.
- Respondents living in **houses** are the least satisfied with their landlord's contribution to their neighbourhood (48%) and are the least satisfied with how ASB is dealt with (42%). The opposite is true for respondents in bungalows (69% 'contribution', 59% 'ASB').

8. Neighbourhood

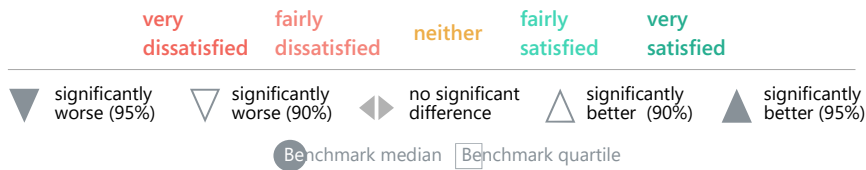
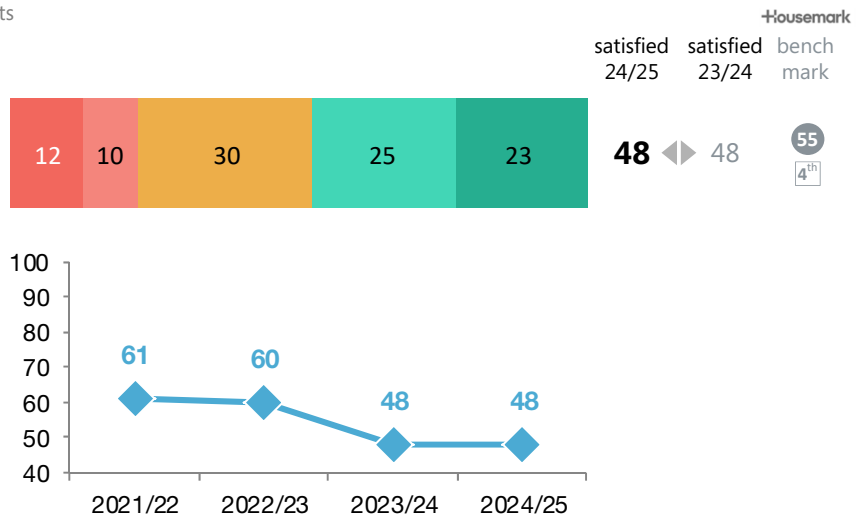
8.1 Positive contribution to neighbourhood

% Base 1079 | Excludes non respondents



8.2 Approach to handling ASB

% Base 972 | Excludes non respondents



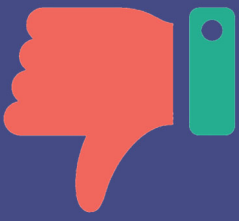
8.3 Neighbourhood and ASB by area

	% positive		
	Sample size	Positive contribution	How ASB is dealt with
Overall	1180	55	48
North East Area NT	332	50	41
South Area NT	241	46	43
Central Area NT	302	60 * dissat 18%	53 * dissat 25%
North Area NT	305	62	53

Key

- Better @ 95% confidence
- Better @ 90% confidence
- Worse @ 90% confidence
- Worse @ 95% confidence

*see appendix for more detail



9. Complaints

45%



complaints handling

31%



said they complained



Be aware that most respondents that claim to have made a complaint will not have used the formal complaints system, but instead made escalated service requests

Housemark

The satisfaction score is much higher than the 29% benchmark



Complaints are again more likely, and handled less satisfactorily, for tenants aged under 35

8. Complaints

The standard TSM survey complaints question asks respondents to **self-identify** if they have complained about the service to their landlord over the previous twelve months. Because of this approach, the results always include a large number of people that haven't actually used the formal complaints process but have nevertheless made **escalated service requests**, for example to follow up on an overdue repair.

Since last year the proportion of tenants that have raised such an issue with housing services has **increased** from 27% to 31%, which is now above the local authority national average of 27% as reported by the housing regulator. This is probably as a consequence of falling satisfaction with the time taken to complete repairs (section 5).

Nevertheless, the way these complaints or escalated service requests are handled receives a very similar rating to last year. This is good news because Berneslai Homes is a high performer in this regard relative to its peers, with 45% of respondents satisfied compared to an average of just 29% for similar landlords. Predictably, this result is therefore in the **top quartile**.

By people

- Once again, younger tenants aged **under 35** are more likely to have complained to Berneslai Homes than any other age group and even more so than a year ago (44% was 36%). Retirement age tenants are again the least likely to have done so (22%).
- The under 35s also remain the least satisfied with how complaints are handled (32%) which has not changed compared to a year ago. The over 65s are once again the most satisfied (64%, up 5%).
- **Racially and ethnically diverse** respondents are far more satisfied than White British respondents with how Berneslai Homes handles complaints (56% v 43%), despite being more likely to have made one complaint (37% v 32%).
- Around a third of **new tenants** have made a complaint (31%) but this is down from 40% a year ago.

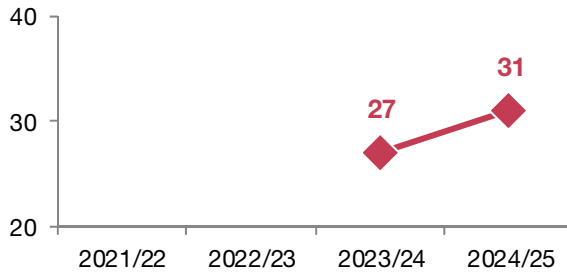
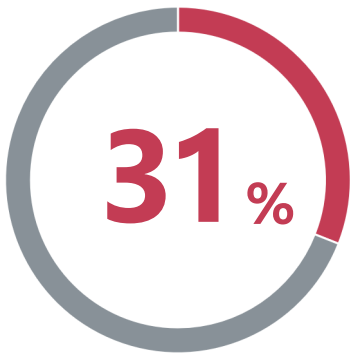
By place

- There is a seven-point spread across the four main **areas** on the proportion making a complaint – the lowest is 28% in Central Area and the highest 35% in the North East Area, which is up 8%.
- By area satisfaction is highest in the North (50%, down 5%) and lowest in South Area (38%), however satisfaction has improved by a notable 9% in the North East Area (42%).
- A third of respondents in **houses** have made a complaint (35%, up 10%) compared to around a quarter of those in bungalows and flats (26% and 25% respectively), with tenants in **houses** being the least satisfied with how it was handled (36%). The proportion of complaints from tenants in flats has fallen 11%.

9. Complaints

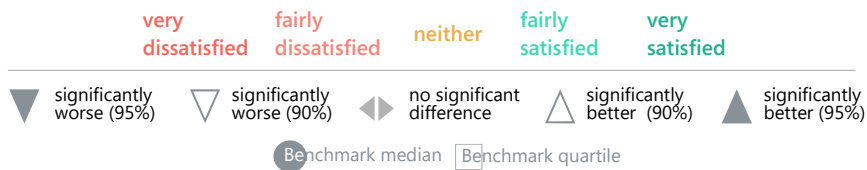
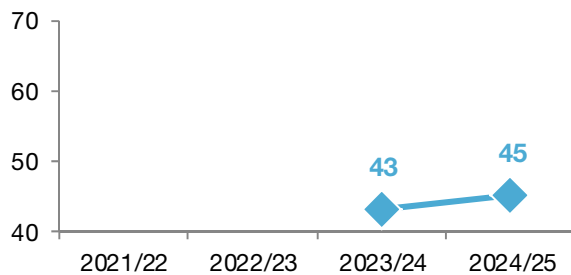
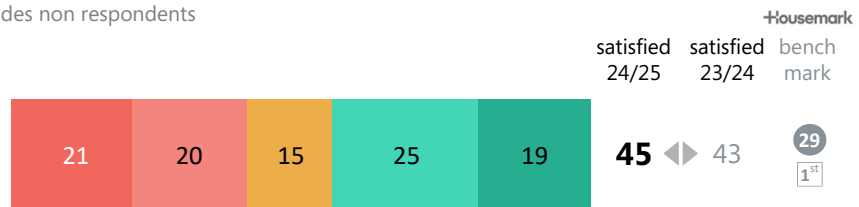
9.1 Made a complaint

% Base 1180 | Excludes non respondents



9.2 Approach to handling complaints

% Base 364 | Made a complaint. Excludes non respondents





10. Respondent profile

In addition to documenting the demographic profile of the sample, tables 10.10 - 10.12 in this section also display the core survey questions according to age group, disability and ethnic background. When considering these tables it is important to bear in mind that some of the sub groups are small, so many observed differences may simply be down to chance. To help navigate these results they have been subjected to statistical tests, with those that can be confidently said to differ from the average score being highlighted in the tables.

10.1 Area

% Base 1180

- N1 - North East Area Neighbourhood Team
- N2 - South Area Neighbourhood Team
- N3 - Central Area Neighbourhood Team
- N4 - North Area Neighbourhood Team

Total	% 2024/25	% 2023/24
332	28.1	30.0
241	20.4	21.2
302	25.6	23.9
305	25.8	24.9

■ 2024/25
■ 2023/24

10.2 Estate

% Base 1180 | Estates with ten or more respondents

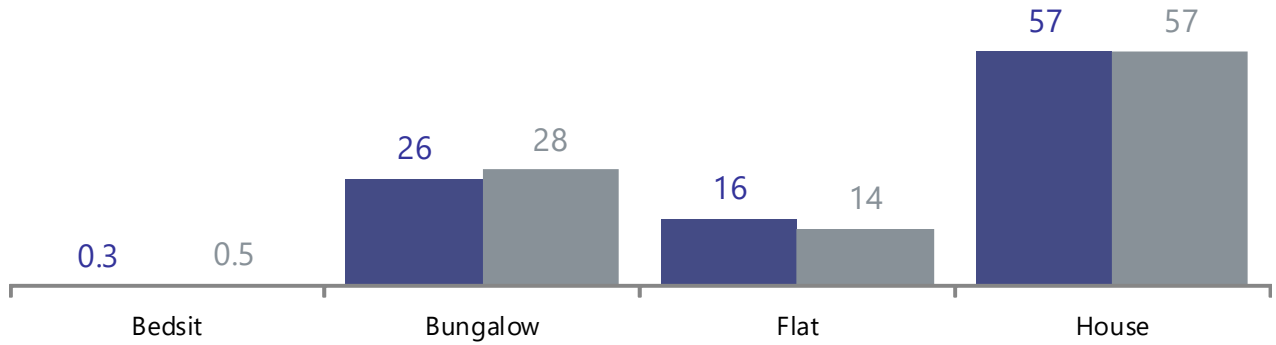
	Total	% 2024/25	% 2023/24		Total	% 2024/25	% 2023/24
Aldham House	20	1.7	1.5	Hoyland Common	23	1.9	1.7
Athersley North	49	4.2	4.8	Hoyland St Peter's (Rockingham Ward)	15	1.3	2.0
Athersley South	37	3.1	3.5	Kendray	79	6.7	5.4
Bellbrooke	15	1.3	0.5	Kexborough	15	1.3	1.1
Birdwell	13	1.1	0.7	Kings Road	20	1.7	1.8
Bolton On Dearne	23	1.9	2.7	Monk Bretton (Monk Bretton Ward)	25	2.1	3.8
Brierley General	10	0.8	0.7	Morrison Road	11	0.9	1.0
Burton Grange	29	2.5	2.2	New Lodge	22	1.9	1.4
Cloughfields	13	1.1	1.5	Penistone	25	2.1	2.3
Copeland Road	22	1.9	2.5	Royston	54	4.6	4.4
Crown	12	1.0	0.8	Staincross	16	1.4	1.5
Cudworth General	13	1.1	0.8	Thurnscoe	47	4	3.2
Darton	19	1.6	1.5	Town (Central Ward)	27	2.3	2.3
Dodworth	15	1.3	1.3	Town (Kingstone Ward)	22	1.9	1.4
Elsecar	17	1.4	1.6	Ward Green	10	0.8	0.6
Gilroyd	19	1.6	1.1	Wilson Street	13	1.1	1.2
Goldthorpe (Dearne South Ward)	23	1.9	1.3	Worsborough Bridge	43	3.6	2.4
Honeywell	17	1.4	1.3	Worsborough Common	16	1.4	2.6
Hoyland Central (Milton Ward)	12	1	0.6	Worsborough Dale	29	2.5	3.1

10. Respondent profile

10.3 Property type

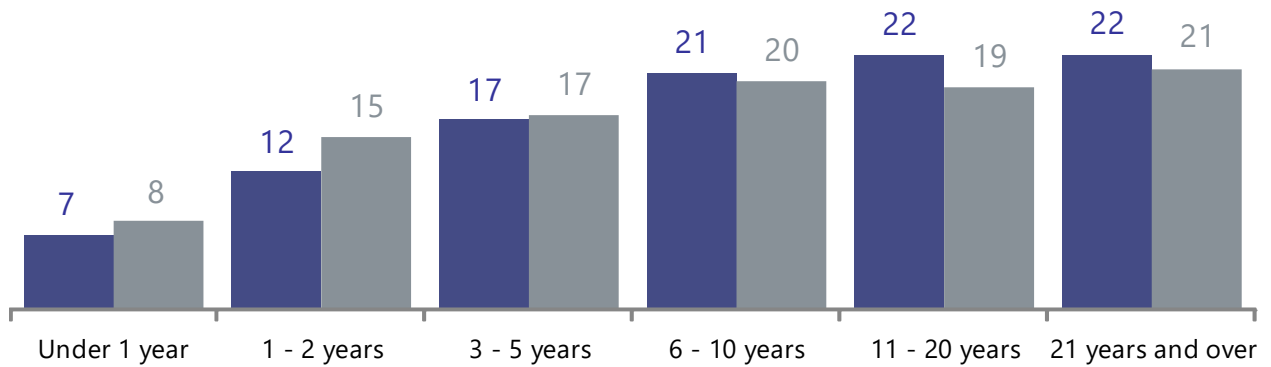
% Base 1180

2024/25
2023/24



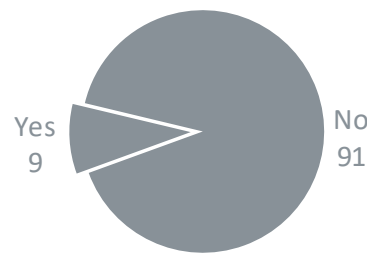
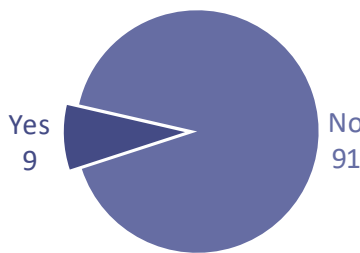
10.4 Length of tenancy

% Base 1180



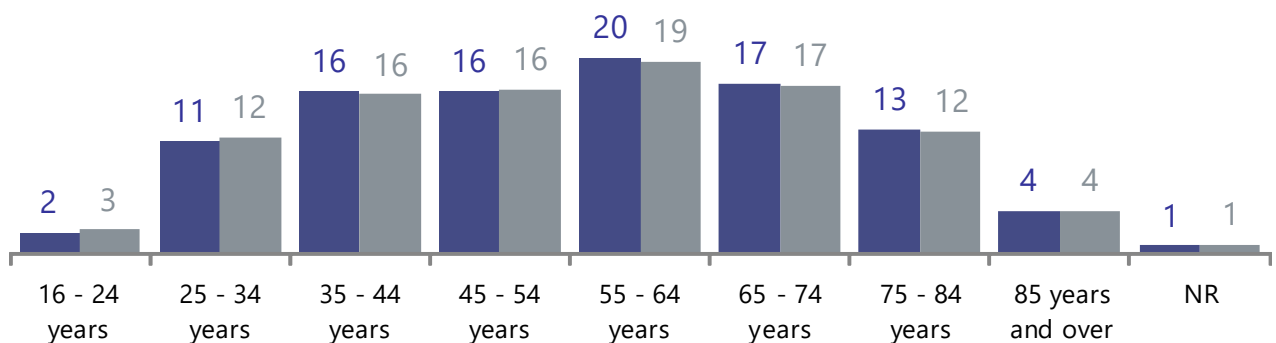
10.5 Pay a service charge

% Base 1180



10.6 Age

% Base 1180

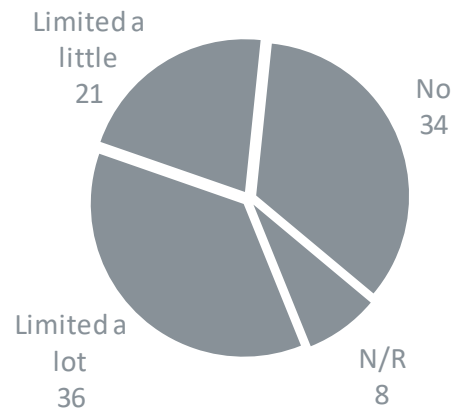
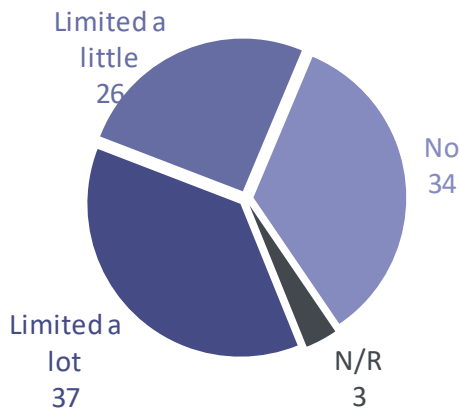


10. Respondent profile

10.7 Disability in household

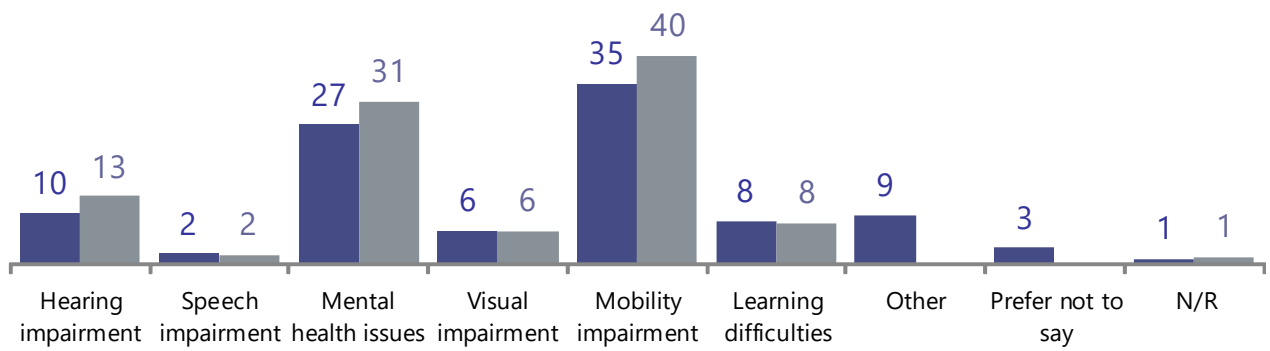
% Base 1180

2024/25
2023/24



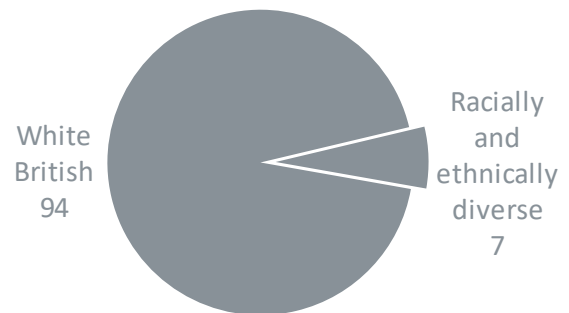
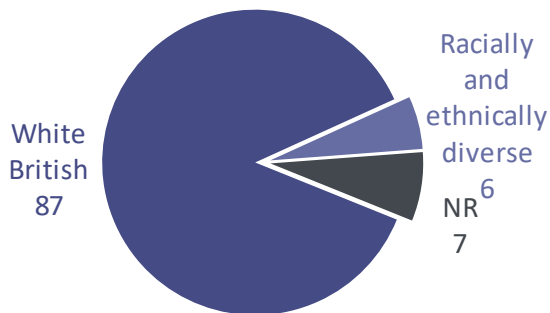
10.8 Type of disability

% Base 1180



10.9 Ethnic background

% Base 1180



10. Respondent profile

10.10 Core questions by age group

	Overall	% positive			
		16 - 34	35 - 49	50 - 64	65+
Sample size	1180	159	272	340	399
Service overall	75	68	65	74	87
Repairs in last 12 months	74	61	61	77	88
Time taken to complete last repair	68	55	56	67	82
Home is well maintained	71	50	60	71	86
Home is safe	72	55	59	74	84
Listens to views and acts upon them	62	45	52	61	77
Being kept informed	63	45	54	64	74
Treated fairly and with respect	78	78	68	76	87
Approach to handling complaints	45	32	39	40	64
Communal areas clean & well maintained	62	46	54	67	65
Positive contribution to neighbourhood	55	48	42	55	66
Approach to handling ASB	48	42	39	50	55

10.11 Core questions by disability in household

	Overall	% positive	
		Disability	No disability
Sample size	1180	733	403
Service overall	75	73	78
Repairs in last 12 months	74	72	79
Time taken to complete last repair	68	64	74
Home is well maintained	71	69	74
Home is safe	72	69	74
Listens to views and acts upon them	62	58	69
Being kept informed	63	59	68
Treated fairly and with respect	78	76	81
Approach to handling complaints	45	41	53
Communal areas clean & well maintained	62	57	72
Positive contribution to neighbourhood	55	51	61
Approach to handling ASB	48	45	52

Key

- Better @ 95% confidence
- Better @ 90% confidence
- Worse @ 90% confidence
- Worse @ 95% confidence

*see appendix for more detail

10. Respondent profile

10.12 Core questions by ethnic background

	% positive		
	Overall	White British	Racially & ethnically diverse
Sample size	1180	1028	66
Service overall	75	75	82
Repairs in last 12 months	74	74	81
Time taken to complete last repair	68	67	79
Home is well maintained	71	70	74
Home is safe	72	71	72
Listens to views and acts upon them	62	62	67
Being kept informed	63	62	75
Treated fairly and with respect	78	78	77
Approach to handling complaints	45	43	56
Communal areas clean & well maintained	62	60	72
Positive contribution to neighbourhood	55	54	70
Approach to handling ASB	48	46	58

Key

- Better @ 95% confidence
- Better @ 90% confidence
- Worse @ 90% confidence
- Worse @ 95% confidence

*see appendix for more detail



Appendix A. Summary of approach

Overview

The survey was conducted by ARP Research over the course of two fieldwork periods, the first in early summer and the second in winter. The first period was between 20 May and 06 July 2024, the second between 02 November and 24 December 2024. The survey meets the requirements of The Regulator of Social Housing's guidance for tenant satisfaction measures survey (TSMs).

Responses

Overall, 1,180 LCRA (low cost rental accommodation) tenant households took part in the TSM survey, which represented a response rate of 33% (error margin +/- 2.8%). This exceeds the stipulated TSM target error margin of +/- 3.0%. There were 701 postal completions (59%) and 479 online completions (41%).

Sampling

A computer-generated randomly selected 3,500 general needs households and all 33 temporary units (total 3,533) were invited to take part in the survey split equally between the two tranches.

Fieldwork

The first part of each tranche involved email invitations and reminders to every selected household with a valid email address (1,857 across both waves), with a paper questionnaire sent in the post to the remaining 1,676. 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 (2,532 across both waves). Finally, a full reminder was sent by post to every household that had not already taken part via any method (2,983 across both waves).

This methodology was chosen to be consistent with previous STAR successful annual surveys conducted by Berneslai Homes. This mixed-method self completion approach offers good value for money whilst helping to maximise returns and ensure responses from a range of different age groups.

The survey was incentivised with a free prize draw of £100, £50 and 2x £25 in shopping vouchers

Population

The population for the TSM survey was all 17,533 Berneslai Homes LCRA households on 15 May 2024. None were removed from the sample frame.

The survey used paper and online methods to ensure accessibility from a wide range of tenants. The online survey was available in alternative languages via Google translate. The paper survey included helpline information in the eight most common community languages. Large print questionnaires were sent to 146 households where this was their communication preference.

Appendix A. Summary of approach

Representativeness

The final survey data was weighted by interlaced age group and property plus ethnic background to ensure that the survey was representative of the tenant population as a whole. The characteristics by which representativeness was determined were:

Area	Population	Unweighted survey	Weighted survey
North East	30.3	26.7	28.1
South	20.5	20.3	20.4
Central	24.7	26.4	25.6
North	24.4	26.7	25.8

Property type	Population	Unweighted	Weighted
Bedsit	0.6	0.5	0.3
Bungalow	25.9	33.6	26.0
Flat	16.4	19.9	16.4
House	57.1	46.0	57.3

Length of tenancy	Population	Unweighted survey	Weighted survey
Under 1 year	5.5	5.9	6.6
1 - 2 years	10.8	10.3	12.0
3 - 5 years	16.9	15.8	16.5
6 - 10 years	21.5	20.3	20.5
11 - 20 years	22.2	23.8	22.1
21 years and over	23.2	23.8	22.2

Age group	Population	Unweighted survey	Weighted survey
16 - 24 years	2.2	1.1	2.2
25 - 34 years	11.3	7.5	11.3
35 - 44 years	16.3	10.8	16.2
45 - 54 years	16.2	14.8	16.1
55 - 64 years	19.5	17.9	19.6
65 - 74 years	16.9	24.2	17.0
75 - 84 years	12.4	16.6	12.5
85 years and over	4.3	6.4	4.3
No record	0.9	0.7	0.9

Ethnic background	Population	Unweighted survey	Weighted survey
White British	87.3	88.5	87.1
Racially & ethnically diverse	5.2	5.4	5.6
No record	7.4	6.1	7.3

Data presentation

Readers should take care when considering percentage results from some of the sub groups within the main sample, as the base figures may sometimes be small.

Many results are recalculated to remove 'Don't know/not applicable' or similar responses from the final figures, a technique known as 're-basing'.

Error Margins

Error margins for the sample overall, and for individual questions, are the amount by which a result might vary due to chance. The error margins in the results are quoted at the standard 95% level, and are determined by the sample size and the distribution of scores. For the sake of simplicity, error margins for historic data are not included, but can typically be assumed to be at least as big as those for the current data. When comparing two sets of scores, it is important to remember that error margins will apply independently to each.

Tests of statistical significance

When two sets of survey data are compared to one another (e.g. between different years, or demographic sub groups), the observed differences are typically tested for statistical significance. Differences that are significant can be said, with a high degree of confidence, to be real variations that are unlikely to be due to chance. Any differences that are not significant *may* still be real, especially when a number of different questions all demonstrate the same pattern, but this cannot be stated with statistical confidence and may just be due to chance.

Unless otherwise stated, all statistically significant differences are reported at the 95% confidence level. Tests used were the Wilcoxon-Mann-Whitney test (rating scales), Fischer Exact Probability test (small samples) and the Pearson Chi Square test (larger samples) as appropriate for the data being examined. These calculations rely on a number of factors such as the base figure and the level of variance, both within and between sample groups, thereby taking into account more than just the simple difference between the headline percentage scores. This means that some results are reported as significant despite being superficially similar to others that are not. Conversely, some seemingly notable differences in two sets of headline scores are not enough to signal a significant change in the underlying pattern across all points in the scale. For example:

- Two satisfaction ratings might have the same or similar *total* satisfaction score, but be quite different when one considers the detailed results for the proportion *very satisfied* versus *fairly satisfied*.
- There may also be a change in the proportions who were *very* or *fairly* dissatisfied, or ticked the middle point in the scale, which is not apparent from the headline score.
- In rare cases there are complex changes across the scale that are difficult to categorise e.g. in a single question one might simultaneously observe a disappointing shift from *very* to *fairly* satisfied, at the same time as there being a welcome shift from *very dissatisfied* to *neither*.
- If the results included a relatively small number of people then the error margins are bigger. This means that the *combined* error margins for the two ratings being compared might be bigger than the observed difference between them.

Key driver analysis

“Key driver analyses” are based on a linear regression model. This is used to investigate the relationship between the overall scores and their various components. The charts illustrate the relative contribution of each item to the overall rating; items which do not reach statistical significance are omitted. The figures on the vertical axis show the standardised beta coefficients from the regression analysis, which vary in absolute size depending on the number of questionnaire items entered into the analysis. The *R Square* value displayed on every key driver chart shows how much of the observed variance is explained by the key driver model e.g. a value of 0.5 shows that the model explains half of the total variation in the overall score.

Benchmarking

The core TSM and STAR questions are benchmarked against the Housemark 2023/24 TSM database, with the benchmarking group being Berneslai Homes peer group selection of similar LAs and ALMOs. This includes 24 landlords.



Appendix B. Example questionnaire

Mr A B Sample
1 Sample Street
Sample District
Sample Town
AB1 2CD

1 November 2024

Dear {name}

Your Views Count

ARP Research has been asked by Berneslai Homes to carry out an independent and confidential survey of a sample of Berneslai Homes tenants. This is part of the government's Tenant Satisfaction Measures. Every year all social housing landlords must publish a range of standard tenant satisfaction information which will include some of the results from this survey.

By taking around 5 minutes to complete the enclosed survey your unique confidential code will be entered into a **prize draw** with the chance of winning **1 x £100, 1 x £50 or 2 x £25** in shopping vouchers.

Please complete the survey by **Wednesday 20 November** and return it in the Freepost envelope provided, no stamp is required. Alternatively you can complete the survey online at www.arpsurveys.co.uk/berneslai or simply scan the barcode in the top right hand corner if you are using a smartphone. When prompted, type in our following unique code: **9999abcd**



If you'd like some help completing the survey or would prefer it in a different format, such as a large print version, please call **ARP Research** on 0800 020 9564. If you have any other questions about your tenancy please contact us on 01226 787 878.


Your name and contact details will not be linked to your responses unless you give your consent within the survey. For details on how your information is used at Berneslai Homes, how we maintain the security of this and your rights to access the information we hold about you, please refer to: www.berneslaihomes.co.uk/information-and-privacy. ARP Research's policy can be found here: www.arpsurveys.co.uk/privacy.

Thank you for taking part and good luck in the prize draw.


Yours sincerely,
A. J. Garrard
Amanda Garrard, Chief Executive

If you need a large print copy please call 0800 020 9564





Tenant Satisfaction Survey 2024



Services overall

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

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your home

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

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


3 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?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/ don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Communication


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

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/ don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

 return by **20 November 2024**

www.arsurveys.co.uk/berneslai
your unique code: 9999mwmw

scan me



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

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/ don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable/ don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7 Have you made a complaint to Berneslai Homes in the last 12 months?

Yes go to Q8 ↓ No go to Q9 →

8 How satisfied or dissatisfied are you with Berneslai Homes' approach to complaints handling?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9 How satisfied or dissatisfied are you:

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied	No opinion
a. That Berneslai Homes is easy to deal with?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. With the online services provided by Berneslai Homes?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Repairs and maintenance

10 Has Berneslai Homes carried out a repair to your home in the last 12 months?

Yes go to Q11 ↓ No go to Q13 →

11 How satisfied or dissatisfied are you with the overall repairs service from Berneslai Homes over the last 12 months?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12 How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13 Do you live in a building with communal areas, either inside or outside, that Berneslai Homes is responsible for maintaining?

Yes go to Q14 ↓ No go to Q15 → Don't know go to Q15 →

14 How satisfied or dissatisfied are you that Berneslai Homes keeps these communal areas clean and well maintained?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Neighbourhood

15 How satisfied or dissatisfied are you that Berneslai Homes makes a positive contribution to your neighbourhood?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/ don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16 How satisfied or dissatisfied are you with Berneslai Homes' approach to handling anti-social behaviour?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Not applicable/ don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

You and your household

This information may help us improve our services we deliver by helping us understand the different groups of customers needs.

17 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?

Yes - limited a lot go to Q18 → Yes - limited a little go to Q18 → No go to Q19 →

18 Please tell us about any health condition(s) or illnesses you or a member of your household have:

<input type="checkbox"/> Hearing impairment	<input type="checkbox"/> Mobility impairment	tick all that apply <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> Speech impairment	<input type="checkbox"/> Learning difficulties	
<input type="checkbox"/> Mental health issues	<input type="checkbox"/> Other (write in) <input style="width: 100px;" type="text"/>	
<input type="checkbox"/> Visual impairment	<input type="checkbox"/> Prefer not to say	

And finally...

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

Yes No

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

Yes: I agree for my name and contact details to be linked to my responses go to Q21 ↓
 No: I wish to remain anonymous finish ✓

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

Yes No

Thank you!

! This survey is to ask for general feedback from our tenants. To make a complaint about an issue with our service just email customerservices@berneslaihomes.co.uk or phone us on 01226 787878.

If you need help understanding this information, please ask one of our staff, or phone Customer Services on 01226 787878.

اگر برای درک این مطالب نیاز به کمک دارید، از یکی از کارکنان ما کمک بخواهید، یا با بخش خدمات مشتری به 01226 787878 تماس بگیرید. شماره تلفن مشتریان ما 01226 787878 است.

Если вам требуется помощь в понимании этой информации, обратитесь к нашим сотрудникам или позвоните в Отдел обслуживания клиентов по телефону 01226 787878.

اگر آپ کو ان معلومات کو سمجھنے کے لیے مدد کی ضرورت ہے، تو براہ مہربانی ہماری خطی یا فون کیسز رکن کو پوچھیں، یا کلائمٹرز سروس سے رابطہ کریں، فون نمبر 01226 787878.

إذا كنت بحاجة للتفصيل عن هذه المعلومات، راجد اطلب المساعدة من أحد الموظفين أو اتصل بخدمات الزبائن على الرقم 01226 787878.

Jeśli nie rozumiesz (Państwo tych informacji) potrzebujesz pomocy, proszę Państwa poprosić o pomoc kogoś z naszych pracowników lub zadzwonić pod numer telefonu: 01226 787878 (Biuro Obsługi Klienta)

Please now return in the enclosed freepost envelope. Freepost RTZK-RGZT-BSKU, ARP Research, PO Box 5928, SHEFFIELD, S35 5DN



Appendix C. 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 (see Appendix A).

Appendix C. Data summary

	Full sample				Wave 1				Wave 2			
	Weight by age, property & ethnicity				Weight by age, property & ethnicity				Weight by age and property			
	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve
Q1 Taking everything into account, how satisfied or dissatisfied are you with the service provided by Berneslai Homes?												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
1: Very satisfied	450	38.2	38.6	75.2	216	37.0	37.5	73.0	234	39.3	39.7	77.4
2: Fairly satisfied	427	36.2	36.6		204	34.9	35.4		223	37.4	37.7	
3: Neither satisfied nor dissatisfied	136	11.5	11.7		70	12.0	12.2		66	11.0	11.1	
4: Fairly dissatisfied	85	7.2	7.3		50	8.5	8.6		35	5.9	5.9	
5: Very dissatisfied	69	5.8	5.9		36	6.1	6.2		33	5.5	5.6	
N/R	14	1.2			9	1.5			5	0.8		
Q2 How satisfied or dissatisfied are you that Berneslai Homes provides a home that is well maintained?												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
6: Very satisfied	437	37.1	37.3	70.7	210	35.8	35.9	69.8	228	38.3	38.7	71.5
7: Fairly satisfied	392	33.2	33.4		198	33.9	34.0		194	32.5	32.9	
8: Neither satisfied nor dissatisfied	116	9.8	9.9		58	9.8	9.8		59	9.8	9.9	
9: Fairly dissatisfied	130	11.0	11.1		62	10.7	10.7		67	11.3	11.4	
10: Very dissatisfied	98	8.3	8.3		56	9.6	9.6		42	7.0	7.1	
N/R	7	0.6			1	0.2			6	1.0		
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?												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
11: Very satisfied	471	39.9	40.4	71.5	231	39.5	39.9	70.7	240	40.3	40.9	72.3
12: Fairly satisfied	363	30.8	31.2		179	30.6	30.8		184	31.0	31.5	
13: Neither satisfied nor dissatisfied	151	12.8	13.0		71	12.2	12.3		80	13.5	13.7	
14: Fairly dissatisfied	98	8.3	8.4		57	9.7	9.8		41	6.9	7.0	
15: Very dissatisfied	83	7.0	7.1		42	7.1	7.2		41	6.9	7.0	
16: Not applicable/ don't know	5	0.4			2	0.3			3	0.5		
N/R	10	0.8			3	0.6			6	1.0		
Q4 How satisfied or dissatisfied are you that Berneslai Homes listens to your views and acts upon them?												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
17: Very satisfied	350	29.6	30.6	62.3	167	28.5	29.3	60.5	183	30.8	31.8	64.1
18: Fairly satisfied	364	30.8	31.8		177	30.3	31.2		186	31.3	32.3	
19: Neither satisfied nor dissatisfied	190	16.1	16.6		99	16.9	17.4		91	15.4	15.9	
20: Fairly dissatisfied	129	10.9	11.2		71	12.1	12.4		58	9.7	10.1	
21: Very dissatisfied	112	9.5	9.8		55	9.4	9.7		57	9.6	10.0	
22: Not applicable/ don't know	24	2.0			13	2.2			11	1.8		
N/R	12	1.0			4	0.7			8	1.3		
Q5 How satisfied or dissatisfied are you that Berneslai Homes keeps you informed about things that matter to you?												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
23: Very satisfied	347	29.4	30.1	62.5	157	26.8	27.4	60.5	190	32.0	32.8	64.4
24: Fairly satisfied	373	31.6	32.3		190	32.4	33.1		183	30.8	31.6	
25: Neither satisfied nor dissatisfied	252	21.3	21.9		123	21.0	21.5		129	21.6	22.2	
26: Fairly dissatisfied	90	7.6	7.8		57	9.8	10.0		33	5.5	5.7	
27: Very dissatisfied	91	7.7	7.9		45	7.7	7.9		45	7.6	7.8	
28: Not applicable/ don't know	12	1.1			8	1.3			5	0.8		
N/R	15	1.3			6	1.0			10	1.6		
Q6 To what extent do you agree or disagree with the following 'Berneslai Homes treats me fairly and with respect'?												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
29: Strongly agree	394	33.4	34.0	77.9	201	34.3	34.9	76.4	194	32.6	33.2	79.5
30: Agree	509	43.1	43.9		238	40.7	41.5		271	45.5	46.3	
31: Neither agree nor disagree	170	14.4	14.7		87	14.9	15.2		83	13.9	14.2	
32: Disagree	42	3.6	3.6		24	4.1	4.2		18	3.0	3.1	
33: Strongly disagree	43	3.7	3.7		24	4.2	4.2		19	3.2	3.3	
34: Not applicable/ don't know	4	0.3			4	0.6			0	0.0		
N/R	18	1.5			7	1.2			11	1.8		

Appendix C. Data summary

	Full sample				Wave 1				Wave 2			
	Weight by age, property & ethnicity				Weight by age, property & ethnicity				Weight by age and property			
	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve
Q7 Have you made a complaint to Berneslai Homes in the last 12 months?	<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>			
35: Yes	365	30.9	31.8		185	31.7	32.5		179	30.1	31.2	
36: No	781	66.2	68.2		385	65.8	67.5		396	66.5	68.8	
N/R	35	2.9			15	2.5			20	3.4		
Q8 How satisfied or dissatisfied are you with Berneslai Homes' approach to complaints handling?	<i>Base: 365</i>				<i>Base: 185</i>				<i>Base: 179</i>			
37: Very satisfied	71	6.0	19.4	44.5	36	6.1	19.3	46.2	35	5.9	19.5	42.8
38: Fairly satisfied	91	7.7	25.1		50	8.5	26.9		42	7.0	23.3	
39: Neither satisfied nor dissatisfied	54	4.6	14.8		26	4.4	13.9		28	4.8	15.8	
40: Fairly dissatisfied	72	6.1	19.7		36	6.1	19.4		36	6.1	20.1	
41: Very dissatisfied	76	6.4	20.9		38	6.5	20.6		38	6.4	21.2	
N/R	816	69.2			401	68.5			416	69.9		
Q9a That Berneslai Homes is easy to deal with	<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>			
42: Very satisfied	450	38.1	39.2	77.4	209	35.7	36.8	75.9	241	40.6	41.7	78.8
43: Fairly satisfied	437	37.1	38.1		222	38.0	39.2		215	36.2	37.1	
44: Neither	137	11.6	11.9		63	10.7	11.1		74	12.4	12.8	
45: Fairly dissatisfied	64	5.4	5.6		37	6.3	6.5		27	4.6	4.7	
46: Very dissatisfied	59	5.0	5.1		37	6.3	6.5		22	3.6	3.7	
47: No opinion	7	0.6			4	0.6			3	0.5		
N/R	27	2.3			14	2.4			13	2.1		
Q9b The online services provided by Berneslai Homes	<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>			
48: Very satisfied	283	23.9	31.9	65.2	128	21.8	29.1	64.2	155	26.0	34.6	66.2
49: Fairly satisfied	296	25.0	33.3		154	26.3	35.1		141	23.8	31.6	
50: Neither	216	18.3	24.4		104	17.7	23.6		113	19.0	25.2	
51: Fairly dissatisfied	32	2.7	3.6		16	2.7	3.6		16	2.7	3.6	
52: Very dissatisfied	60	5.1	6.7		38	6.4	8.5		22	3.7	5.0	
53: No opinion	160	13.6			81	13.8			79	13.3		
N/R	133	11.3			65	11.1			68	11.4		
Q10 Has Berneslai Homes carried out a repair to your home in the last 12 months?	<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>			
54: Yes	903	76.5	78.7		437	74.7	76.1		466	78.3	81.2	
55: No	245	20.7	21.3		137	23.4	23.9		108	18.1	18.8	
N/R	32	2.7			11	1.8			22	3.6		
Q11 How satisfied or dissatisfied are you with the overall repairs service from Berneslai Homes over the last 12 months?	<i>Base: 903</i>				<i>Base: 437</i>				<i>Base: 466</i>			
56: Very satisfied	409	34.7	45.5	74.4	203	34.8	46.8	73.1	206	34.6	44.3	75.7
57: Fairly satisfied	260	22.0	28.9		114	19.5	26.3		146	24.5	31.4	
58: Neither satisfied nor dissatisfied	68	5.8	7.6		31	5.3	7.2		37	6.2	7.9	
59: Fairly dissatisfied	89	7.5	9.8		50	8.5	11.5		39	6.5	8.3	
60: Very dissatisfied	74	6.2	8.2		36	6.2	8.3		38	6.3	8.1	
N/R	281	23.8			150	25.7			130	21.9		
Q12 How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?	<i>Base: 903</i>				<i>Base: 437</i>				<i>Base: 466</i>			
61: Very satisfied	362	30.7	40.3	67.5	177	30.2	40.5	66.5	185	31.1	40.1	68.5
62: Fairly satisfied	244	20.7	27.2		113	19.4	25.9		131	22.0	28.4	
63: Neither satisfied nor dissatisfied	75	6.3	8.3		38	6.5	8.8		36	6.1	7.8	
64: Fairly dissatisfied	81	6.9	9.0		44	7.5	10.0		37	6.3	8.1	
65: Very dissatisfied	136	11.5	15.2		64	11.0	14.7		72	12.1	15.6	
N/R	282	23.9			149	25.4			134	22.5		

Appendix C. Data summary

	Full sample				Wave 1				Wave 2			
	Weight by age, property & ethnicity				Weight by age, property & ethnicity				Weight by age and property			
	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve
Q13 Do you live in a building with communal areas, either inside or outside, that Berneslai Homes is responsible for maintaining?												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
66: Yes	282	23.9	24.7		131	22.3	22.9		151	25.4	26.6	
67: No	749	63.4	65.7		381	65.2	66.8		367	61.7	64.6	
68: Don't know	109	9.3	9.6		59	10.1	10.3		50	8.5	8.8	
N/R	41	3.4			14	2.4			26	4.4		
Q14 How satisfied or dissatisfied are you that Berneslai Homes keeps these communal areas clean and well maintained?												
<i>Base: 282</i>				<i>Base: 131</i>				<i>Base: 151</i>				
69: Very satisfied	94	8.0	33.3	61.7	38	6.5	28.9	51.8	56	9.4	37.0	70.2
70: Fairly satisfied	80	6.8	28.4		30	5.1	22.8		50	8.5	33.2	
71: Neither satisfied nor dissatisfied	32	2.7	11.5		16	2.8	12.3		16	2.7	10.8	
72: Fairly dissatisfied	33	2.8	11.7		21	3.6	16.2		12	2.0	7.7	
73: Very dissatisfied	43	3.6	15.2		26	4.4	19.7		17	2.9	11.3	
N/R	898	76.1			454	77.7			444	74.5		
Q15 How satisfied or dissatisfied are you that Berneslai Homes makes a positive contribution to your neighbourhood?												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
74: Very satisfied	255	21.6	23.6	55.0	119	20.3	22.2	52.8	136	22.8	25.0	57.1
75: Fairly satisfied	338	28.7	31.4		164	28.0	30.6		175	29.4	32.1	
76: Neither satisfied nor dissatisfied	300	25.4	27.8		142	24.2	26.5		158	26.5	29.1	
77: Fairly dissatisfied	102	8.6	9.4		56	9.5	10.4		46	7.8	8.5	
78: Very dissatisfied	84	7.1	7.8		56	9.5	10.4		29	4.8	5.3	
79: Not applicable/ don't know	78	6.6			41	7.0			37	6.3		
N/R	23	2.0			9	1.5			14	2.4		
Q16 How satisfied or dissatisfied are you with Berneslai Homes' approach to handling anti-social behaviour?												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
80: Very satisfied	223	18.9	22.9	47.6	94	16.1	19.7	45.8	129	21.6	26.0	49.4
81: Fairly satisfied	240	20.4	24.7		125	21.3	26.1		116	19.5	23.4	
82: Neither satisfied nor dissatisfied	295	25.0	30.4		140	23.9	29.3		156	26.2	31.4	
83: Fairly dissatisfied	93	7.9	9.6		46	7.8	9.6		47	8.0	9.6	
84: Very dissatisfied	121	10.2	12.4		73	12.5	15.3		48	8.0	9.6	
85: Not applicable/ don't know	181	15.3			100	17.0			82	13.7		
N/R	26	2.2			8	1.4			18	3.0		
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?												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
86: Yes - limited a lot	437	37.0	38.3		219	37.4	38.4		217	36.5	38.1	
87: Yes - limited a little	301	25.5	26.4		155	26.5	27.1		146	24.5	25.7	
88: No	403	34.2	35.3		197	33.7	34.5		206	34.6	36.2	
N/R	40	3.4			14	2.4			26	4.4		
R17 Disability - simple												
<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>				
89: Yes	737	62.5	64.6		374	63.9	65.5		363	61.0	63.8	
90: No	403	34.2	35.4		197	33.7	34.5		206	34.6	36.2	
N/R	40	3.4			14	2.4			26	4.4		
Q18 Please tell us about the health condition(s) or illnesses, you or a member of your household have:												
<i>Base: 737</i>				<i>Base: 374</i>				<i>Base: 363</i>				
91: Hearing impairment	128	10.8	17.6		69	11.8	18.7		58	9.7	16.1	
92: Speech impairment	26	2.2	3.6		9	1.5	2.4		18	3.0	5.0	
93: Mental health issues	349	29.6	47.9		187	32.0	50.7		162	27.2	45.0	
94: Visual impairment	84	7.1	11.5		44	7.5	11.9		41	6.9	11.4	
95: Mobility impairment	452	38.3	62.0		225	38.5	61.0		227	38.2	63.1	
96: Learning difficulties	107	9.1	14.7		53	9.1	14.4		54	9.1	15.0	
97: Other	121	10.3	16.6		68	11.6	18.4		53	8.9	14.7	
98: Prefer not to say	40	3.4	5.5		17	2.9	4.6		22	3.7	6.1	

Appendix C. Data summary

	Full sample				Wave 1				Wave 2			
	Weight by age, property & ethnicity				Weight by age, property & ethnicity				Weight by age and property			
	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve
N/R	451	38.2			216	36.9			235	39.5		
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.	<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>			
99: Yes	1022	86.6	89.1		504	86.2	88.4		518	87.1	89.8	
100: No	125	10.6	10.9		66	11.3	11.6		59	9.9	10.2	
N/R	33	2.8			15	2.6			18	3.0		
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?	<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>			
101: Yes: I agree for my name and contact details to be linked to	862	73.1	76.0		417	71.3	73.9		445	74.8	77.9	
102: No: I wish to remain anonymous	272	23.1	24.0		147	25.1	26.1		126	21.2	22.1	
N/R	45	3.8			21	3.6			24	4.0		
Q21 Are you happy for Berneslai Homes to contact you about your feedback, if Berneslai Homes wish to do so?	<i>Base: 862</i>				<i>Base: 417</i>				<i>Base: 445</i>			
103: Yes	758	64.2	88.6		370	63.2	89.2		389	65.4	88.0	
104: No	98	8.3	11.4		45	7.7	10.8		53	8.9	12.0	
N/R	324	27.5	0.7		170	29.1	0.5		153	25.7	0.7	
D101 Area	<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>			
105: N1 - North East Area Neighbourhood Team	332	28.1	28.1		169	28.9	28.9		163	27.4	27.4	
106: N2 - South Area Neighbourhood Team	241	20.4	20.4		116	19.8	19.8		125	21.0	21.0	
107: N3 - Central Area Neighbourhood Team	302	25.6	25.6		158	27.0	27.0		144	24.2	24.2	
108: N4 - North Area Neighbourhood Team	305	25.8	25.8		142	24.3	24.3		163	27.4	27.4	
N/R	0	0.0			0	0.0			0	0.0		
D102 Ward	<i>Base: 1180</i>				<i>Base: 585</i>				<i>Base: 595</i>			
109: Aldham House	20	1.7	1.7		10	1.7	1.7		10	1.7	1.7	
110: Ardsley	9	0.8	0.8		5	0.9	0.9		4	0.7	0.7	
111: Athersley North	49	4.2	4.2		24	4.1	4.1		25	4.2	4.2	
112: Athersley South	37	3.1	3.1		15	2.6	2.6		22	3.7	3.7	
113: Barugh Green	8	0.7	0.7		4	0.7	0.7		4	0.7	0.7	
114: Bellbrooke	15	1.3	1.3		4	0.7	0.7		11	1.8	1.9	
115: Billingley	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
116: Birdwell	13	1.1	1.1		9	1.5	1.5		4	0.7	0.7	
117: Birkwood	5	0.4	0.4		4	0.7	0.7		1	0.2	0.2	
118: Blacker Hill	5	0.4	0.4		1	0.2	0.2		4	0.7	0.7	
119: Bolton On Dearne	23	1.9	2.0		11	1.9	1.9		11	1.8	1.9	
120: Brierley General	10	0.8	0.8		5	0.9	0.9		4	0.7	0.7	
121: Broadway	6	0.5	0.5		3	0.5	0.5		3	0.5	0.5	
122: Burton Grange	29	2.5	2.5		14	2.4	2.4		15	2.5	2.5	
123: Carlecotes	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
124: Carlton	6	0.5	0.5		3	0.5	0.5		3	0.5	0.5	
125: Cawthorne	3	0.3	0.3		2	0.3	0.3		1	0.2	0.2	
126: Cloughfields	13	1.1	1.1		5	0.9	0.9		9	1.5	1.5	
127: Copeland Road	22	1.9	1.9		12	2.1	2.0		9	1.5	1.5	
128: Cover Drive/Norville	2	0.2	0.2		2	0.3	0.3		0	0.0	0.0	
129: Crane Moor	3	0.3	0.3		3	0.5	0.5		0	0.0	0.0	
130: Crowedge	2	0.2	0.2		0	0.0	0.0		2	0.3	0.3	
131: Crown	12	1.0	1.0		5	0.9	0.9		7	1.2	1.2	
132: Cubley	3	0.3	0.3		1	0.2	0.2		1	0.2	0.2	
133: Cudworth General	13	1.1	1.1		6	1.0	1.0		7	1.2	1.2	
134: Cundy Cross	3	0.3	0.3		2	0.3	0.3		1	0.2	0.2	
135: Darton	19	1.6	1.6		9	1.5	1.5		10	1.7	1.7	
136: Dodworth	15	1.3	1.3		7	1.2	1.2		7	1.2	1.2	
137: Dunford Bridge	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
138: Elsecar	17	1.4	1.4		10	1.7	1.7		7	1.2	1.2	

Appendix C. Data summary

	Full sample				Wave 1				Wave 2			
	Weight by age, property & ethnicity				Weight by age, property & ethnicity				Weight by age and property			
	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve
139: Firth Avenue	1	0.1	0.1		0	0.0	0.0		1	0.2	0.2	
140: Gawber (Darton West Ward)	9	0.8	0.8		2	0.3	0.3		7	1.2	1.2	
141: Gawber (Old Town Ward)	5	0.4	0.4		2	0.3	0.3		3	0.5	0.5	
142: Gawber(Dodworth Ward)	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
143: Gilroyd	19	1.6	1.6		13	2.2	2.2		6	1.0	1.0	
144: Goldthorpe	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
145: Goldthorpe (Dearne North Ward)	5	0.4	0.4		3	0.5	0.5		2	0.3	0.3	
146: Goldthorpe (Dearne South Ward)	23	1.9	2.0		17	2.9	2.9		6	1.0	1.0	
147: Great Houghton	6	0.5	0.5		1	0.2	0.2		5	0.8	0.8	
148: Green View	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
149: Grimethorpe General	9	0.8	0.8		7	1.2	1.2		2	0.3	0.3	
150: Hemmingfield	7	0.6	0.6		5	0.9	0.9		2	0.3	0.3	
151: High Hoyland	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
152: Higham	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
153: Highgate	1	0.1	0.1		1	0.2	0.2		0	0.0	0.0	
154: Honeywell	17	1.4	1.4		10	1.7	1.7		8	1.3	1.4	
155: Honeywell(Central Ward)	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
156: Hood Green	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
157: Hoyland Central (Milton Ward)	12	1.0	1.0		4	0.7	0.7		8	1.3	1.4	
158: Hoyland Central (Rockingham Ward)	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
159: Hoyland Common	23	1.9	2.0		10	1.7	1.7		13	2.2	2.2	
160: Hoyland St Peter'S(Milton Ward)	1	0.1	0.1		1	0.2	0.2		1	0.2	0.2	
161: Hoyland St Peter'S(Rockingham Ward)	15	1.3	1.3		6	1.0	1.0		10	1.7	1.7	
162: Hoylandswaine	1	0.1	0.1		0	0.0	0.0		1	0.2	0.2	
163: Ingbirchworth	1	0.1	0.1		0	0.0	0.0		1	0.2	0.2	
164: Jump	9	0.8	0.8		6	1.0	1.0		3	0.5	0.5	
165: Jump Farm	6	0.5	0.5		2	0.3	0.3		4	0.7	0.7	
166: Kendray	79	6.7	6.7		42	7.2	7.1		37	6.2	6.3	
167: Kexborough	15	1.3	1.3		6	1.0	1.0		9	1.5	1.5	
168: Kings Road	20	1.7	1.7		12	2.1	2.0		8	1.3	1.4	
169: Kingstone	8	0.7	0.7		4	0.7	0.7		4	0.7	0.7	
170: Little Houghton	4	0.3	0.3		2	0.3	0.3		1	0.2	0.2	
171: Lundwood	9	0.8	0.8		3	0.5	0.5		6	1.0	1.0	
172: Manor Crescent	1	0.1	0.1		0	0.0	0.0		1	0.2	0.2	
173: Manor View And Bleak	2	0.2	0.2		0	0.0	0.0		2	0.3	0.3	
174: Mapplewell	8	0.7	0.7		3	0.5	0.5		5	0.8	0.8	
175: Marran Avenue	2	0.2	0.2		2	0.3	0.3		1	0.2	0.2	
176: Milefield	3	0.3	0.3		1	0.2	0.2		3	0.5	0.5	
177: Millhouse	6	0.5	0.5		4	0.7	0.7		2	0.3	0.3	
178: Monk Bretton	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
179: Monk Bretton (Cudworth Ward)	2	0.2	0.2		2	0.3	0.3		0	0.0	0.0	
180: Monk Bretton (Monk Bretton Ward)	25	2.1	2.1		13	2.2	2.2		12	2.0	2.0	
181: Morrison Road	11	0.9	0.9		5	0.9	0.9		6	1.0	1.0	
182: New Lodge	22	1.9	1.9		9	1.5	1.5		12	2.0	2.0	
183: Newlands	2	0.2	0.2		2	0.3	0.3		0	0.0	0.0	
184: Newtown	5	0.4	0.4		3	0.5	0.5		1	0.2	0.2	
185: North Street	8	0.7	0.7		3	0.5	0.5		6	1.0	1.0	
186: Overdale	8	0.7	0.7		5	0.9	0.9		3	0.5	0.5	
187: Oxspring	6	0.5	0.5		4	0.7	0.7		2	0.3	0.3	
188: Park And Beech	4	0.3	0.3		1	0.2	0.2		3	0.5	0.5	
189: Park-Brierley	1	0.1	0.1		0	0.0	0.0		1	0.2	0.2	
190: Park-Grimethorpe	4	0.3	0.3		3	0.5	0.5		1	0.2	0.2	
191: Penistone	25	2.1	2.1		14	2.4	2.4		12	2.0	2.0	
192: Pilley/Tankersley/Wortley	7	0.6	0.6		3	0.5	0.5		3	0.5	0.5	
193: Platts Common	7	0.6	0.6		3	0.5	0.5		5	0.8	0.8	
194: Redbrook	5	0.4	0.4		3	0.5	0.5		2	0.3	0.3	
195: Regina	2	0.2	0.2		1	0.2	0.2		1	0.2	0.2	
196: Rosetree	9	0.8	0.8		7	1.2	1.2		2	0.3	0.3	
197: Royston	54	4.6	4.6		29	5.0	4.9		25	4.2	4.2	
198: Shafton General	9	0.8	0.8		3	0.5	0.5		7	1.2	1.2	
199: Silkstone	5	0.4	0.4		4	0.7	0.7		1	0.2	0.2	
200: Silkstone Common	2	0.2	0.2		1	0.2	0.2		1	0.2	0.2	
201: Smithies (Monk Bretton Ward)	8	0.7	0.7		2	0.3	0.3		6	1.0	1.0	
202: Smithies (Old Town Ward)	0	0.0	0.0		0	0.0	0.0		0	0.0	0.0	
203: Smithies (St. Helens Ward)	4	0.3	0.3		0	0.0	0.0		4	0.7	0.7	

Appendix C. Data summary

204: Staincross
 205: Thurgoland
 206: Thurlstone

	Full sample				Wave 1				Wave 2			
	Weight by age, property & ethnicity				Weight by age, property & ethnicity				Weight by age and property			
	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve	Count	% raw	% valid	% +ve
	16	1.4	1.4		8	1.4	1.4		8	1.3	1.4	
	8	0.7	0.7		2	0.3	0.3		5	0.8	0.8	
	5	0.4	0.4		4	0.7	0.7		1	0.2	0.2	



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Tenant Satisfaction Measures Survey 2024 – Improvement Action Plan

Appendix 2 Updated 10th February 2025

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

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 (Feb 2025)	Status
<p>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”</p>	<ul style="list-style-type: none"> Satisfaction with the quality of the home 	Ongoing	Head of AM / Assets Data Analyst	Ongoing programme	Currently 86% of stock condition surveys completed to date. Data being used to inform future capital improvement programmes. Stock data has been used to make informed decisions on asset prioritisation and the development of capital investment programme. Furthermore, data has provided better insight for medium and long term capital investment and 30 year forecast business planning	Ongoing

Tenant Satisfaction Measures Survey 2024 – Improvement Action Plan

<p>Review HRA investment for Environmental Improvement programme.</p>	<ul style="list-style-type: none"> • Satisfaction with neighbourhoods • Satisfaction with contribution made by landlord 	<p>New</p>	<p>Head of AM / Assets & Sustainability Manager</p>	<p>Ongoing programme</p>	<p>Priority areas identified with Neighbourhood and Estates service. Fe 3-year programme to deliver environmental improvements commenced but on hold as capital budgets were reprioritised in 2025/26 and 2026/27 to address backlog works for homes. Community Refurbishment Scheme supporting ad-Hoc environmental improvements. Working in partnership with BMBC in Love Where you Live projects in 2025/26</p>	<p>Ongoing but affected by budgets</p>
<p>Building safety Continued development of C365 Software to improve Building Safety to ensure customers feel safe in their homes</p>	<ul style="list-style-type: none"> • Satisfaction with safety and security 	<p>Ongoing</p>	<p>Head of Repairs, Maintenance and Building Safety</p>	<p>Ongoing</p>	<p>Implemented and working well. To be further enhanced as BAU. commissioned external contract to undertake independent audit of elec and gas to ensure robustness</p>	<p>Ongoing</p>

Tenant Satisfaction Measures Survey 2024 – Improvement Action Plan

<p>Complaint Resolution Review temporary resources within the Customer Services Team to ensure we deliver an effective complaint service</p>	<ul style="list-style-type: none"> • Satisfaction with handling of complaints 	Ongoing	Head of Customer Services	Jan 2025 to review Dec 2026	Contracts extended to end March 2026 to support effective complaint handling. To be reviewed end 2025.	Ongoing
<p>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</p>	<ul style="list-style-type: none"> • Satisfaction with the repairs and maintenance service 	Ongoing	Head of Repairs, Maintenance and Building Safety	Ongoing	23/24 backlog will be complete by April 25. Detailed plan and costings to deal with 24/25 in programmed repairs presented to Board Feb 25. Review of communication and automation of letters ongoing	Ongoing
<p>Repairs Service Explore with partners and tenants why there is lower satisfaction for some measures for tenants in Wates area as this differs from transactional survey results</p>	<ul style="list-style-type: none"> • Satisfaction with the repairs and maintenance service • Easy to Deal with 	New	Head of Repairs, Maintenance and Building Safety	Sep 2025	To Commence	To commence
<p>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.</p>	<ul style="list-style-type: none"> • Satisfaction with the quality of the home 	Ongoing	Head of Repairs, Maintenance and Building Safety	Ongoing	External contractor appointed to support effective management of D&M backlog. New processes and policy being revised. Additional training being rolled out to surveyors Feb 25.	Ongoing

Tenant Satisfaction Measures Survey 2024 – Improvement Action Plan

					Opportunity being taken to review and refresh D&M processes by April 25 to increase performance and outcomes. Efficiency North currently undertaking D&M training with tenants	
Develop stronger partnership working 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 Asset Management/Head of Operations	Ongoing	Relocation complete	Commenced
Develop online repair reporting To develop an e-form to enable tenants to report repairs online following the APP contract ending and Repairs Online not being viable.	<ul style="list-style-type: none"> • Satisfaction with repairs and maintenance service 	New	Head of Repairs, Maintenance and Building Safety	July 2025	Commenced build of e-form. Communication plan to be developed to advise tenants when the APP is ending	Commenced
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	April 2025	Voicescape implemented and wider range of surveys developed and in progress. Full range from April 2025	Commenced

Tenant Satisfaction Measures Survey 2024 – Improvement Action Plan

<p>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 More effective and regular reporting of outcomes to tenants</p>	<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) Qtly updates being provided to CSC and BMBC Outcome reporting more frequent.	Commenced
<p>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.</p>	<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	March 2026	Review of service offer in independent living schemes commenced To commence wider review of communal areas	Commenced
<p>Neighbourhood Impact Continue with the development of the Neighbourhood Service now the teams have co-located</p>	<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	Ongoing	Positive recruitment to vacant roles. Continuation of professionalisation agenda. Review of priority and work flow allocation.	Commenced
<p>ASB Management Review impact of revised ASB policy and procedures, including extending feedback from service users</p>	<ul style="list-style-type: none"> • Satisfaction with ASB handling 	Ongoing	Head of Estate Services	March 2026	Increase in satisfaction in Qtr 3 from transactional surveys	Commenced

Tenant Satisfaction Measures Survey 2024 – Improvement Action Plan

<p>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.</p>	<ul style="list-style-type: none"> • Satisfaction with our online services • Easy to Deal with 	Ongoing	Communications Manager	Ongoing,	Ongoing updates of content and testing	Ongoing
<p>IT Service development Continue to develop NEC to its full capacity (within budget) and work with BMBC to explore and implement a CRM system</p>	<ul style="list-style-type: none"> • Easy to Deal with • Satisfaction with our online services 	Ongoing	Head of Strategy and Governance	Ongoing	NEC development for repair reporting on hold due to budget and resource constraints. Commenced discovery work with BMBC on CRM development	Commenced
<p>EDI Focus & Knowing our Customers</p> <ul style="list-style-type: none"> • Work with EDI Focus Group to improve delivery of our EDI Strategy • Set up focus groups with disabled tenants and particularly those with mental health issues about how we can improve services to them. • Connect with tenants with speech impediment to explore how we can make us easy to deal with 	<ul style="list-style-type: none"> • All TSMs 	Ongoing/New	Head of Customer Services and Head of HR &OD	Ongoing	<ul style="list-style-type: none"> • EDI Champion Focus Group established and meeting quarterly to focus on priority actions. • Board Champion appointed. • To commence direct dialogue with disabled tenants 	Ongoing

Tenant Satisfaction Measures Survey 2024 – Improvement Action Plan

<p>South Area Extend community consultation in the South Team to understand lower satisfaction for this area and cross check with other data and transaction survey results including partnership working with BMBC Area Team</p>	<ul style="list-style-type: none"> • All TSMs 	New	Head of Neighbourhoods /Community Engagement Team	Oct 2025	<ul style="list-style-type: none"> • 	To Commence
<p>Age Group 35-49 Establish a focus group of tenants in this age bracket to understand more about</p>	<ul style="list-style-type: none"> • 	New	Head of Customer Services	Oct 2025	<ul style="list-style-type: none"> • 	To Commence
<p>Easy to Deal with Review scripts for contact centre Review telephony service offer and agree improvement actions with BMBC Review e-forms</p>	<ul style="list-style-type: none"> • Easy to deal with 	Ongoing	Customer Services Manager	Ongoing	<ul style="list-style-type: none"> • Scripts being reviewed • Revised improvement plan and monitoring arrangements • Transactional surveys show positive results with contact centre. • E-form transactional survey learning identified and in action 	Commenced

Report Title	2024/25 Quarter Three Performance Summary	Confidential	No
Report Author	Head of Governance and Strategy	Report Status	For Information
Report To	Board 27 th February 2025	Officer Contact Details	Sarah Drafz Sarahdrafz3@berneslaihomes.co.uk

1. Executive Summary

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.

This report will

- Inform Board of Berneslai Homes' Company performance at quarter three of 2024/25, including areas of strength, areas of concern and actions being taken to address underperformance.
- Inform Board of the Property Repairs and Improvement Partnership (PRIP) performance for quarter three of 2024/25, including areas of strength and areas of concern.
- Highlight the high risk areas for Board.

Company Performance

Challenging targets are set annually by the Council. At quarter three, performance for 10 KPIs were reported as green (met or exceeded target), seven KPIs were rated as amber (narrowly missed the annual target) and 14 KPIs were rated as red (target not achieved). Seven KPIs were not RAG rated due to data not yet being available or not having benchmarking data to allow comparison.

Key areas of strength are building safety compliance, which was 100% across three building safety Tenant Satisfaction Measures (TSMs), complaints responded to in target timescales, rent collection levels and contact centre performance.

Keys areas of concern include void rent loss and employee sickness.

	<p><u>PRIP performance</u></p> <p>The PRIP KPI's are set out in the contract for both Construction Services and Wates. The management of the contract is delegated to Berneslai Homes Property Services. These KPI results are draft as they are subject to validation by BMBC as part of their overarching contract management arrangements.</p> <p>Customer Services Committee were assured that appropriate measures were in place to address areas of underperformance and the PRIP contract performance was reflective of the very stretching targets.</p>
<p>2. Recommendation/s</p>	<p>2.1 Board is asked to consider quarter three performance for both Company and PRIP 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> <p>2.3 Board should identify any areas where they feel more detailed consideration is required by Customer Services Committee.</p>

3. Background

- 3.1 Berneslai Homes' Company 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 On a quarterly basis an assessment of Berneslai Homes Company 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.
- 3.3 TSMs are intended to give tenants a clear set of comparable measures allowing comparison of performance with others. The attached performance report includes updated benchmarks taken from Housemark which reflect 2023/24 data and the peer group median. The benchmark colour coding is included to show how quarter three performance compares to the benchmark. The light green formatting denotes performance in line with or better than the median, light red formatting denotes performance behind the median. The quarter three report shows that our performance compares favourably to our peer group.

3.4 The PRIP draft performance report is considered at Customer Services Committee and has not previously been reported to Board and the council. To ensure Board have oversight of all performance this will now be reported quarterly to Board.

4. Current Position/Issues for Consideration

Company Performance

4.1 Challenging performance targets are set annually by the Council. At quarter three, performance for 10 KPIs were reported as green (met or exceeded target), seven KPIs were rated as amber (narrowly missed the annual target) and 14 KPIs were rated as red (target not achieved). Seven 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 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). A verbal update on progress will be provided at the meeting.

4.3 **Quarter three performance areas of strength:**

- Building safety: we have 100% compliance against three of the five building safety TSMs (fire, water and lift safety). The two areas that did not meet the 100% target were gas and asbestos safety. For asbestos safety there were two non-compliant properties which had expired services due to performance issues from our asbestos contractor. Performance is being monitored closely, and an additional asbestos contractor has been appointed to avoid recurrence. There was one gas service overdue, this was due to access issues that have now been resolved, and gas compliance is back to 100%.
- CH02: 96.1% of stage one and 97.8% 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 19% points better than quarter three 2023/24. This confirms that actions taken to improve complaints performance are having a positive impact.
- Income: In quarter three we collected 99.6% of rent due. Despite an 18.7% increase in customers receiving Universal Credit since April 24, quarter three income collection is strong. Performance is likely to be underreported as the Christmas closedown resulted in delays to processing payment files. The introduction of the Voicescape Caseload Manager and Collections platforms has significantly improved customer contact and service efficiency. Despite challenges including high levels of staff absence and vacant positions, the team has maintained good service levels and continued to strive for improved performance. As we head into quarter four, we are prepared to manage the challenges of the 53rd rent week and the ongoing impact of Universal Credit migration, leveraging Voicescape technology to contact more customers at the right time.

- Local spend: We spent 66% of influenceable spend locally in the financial year to December 2024 against a target of 60%, 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%.
- Contact Centre priority calls answered in target: 90.8% of priority calls were answered in the target timescale of three minutes against the target of 80%. It is anticipated that performance will reduce in quarter four due to the severe weather in January and a related increase in calls.

4.4 Quarter three key areas of concern:

- Void rent loss: at quarter three 1.91% of income (£1.178m) was lost due to void properties. Performance is £435k worse than quarter three 2023/24. Significant and sustained focus continues in respect of void management and performance. Void processes and definitions are being redefined and, subject to overall approval by the council, will deliver more routine voids within 10 days, which will reduce the void period and associated rent loss. The new processes and definitions are anticipated to be agreed and in place by April 2025. In addition, new void processes will significantly reduce the time between tenancy end and new tenancy start. Void rent loss has been further compounded by budget limitations necessitating major cost voids being put on hold until the new financial year. Performance is likely to end the year behind target. A paper is being presented to the February Board to outline the approach to addressing void performance. (See agenda item 7)
- Staff sickness: at quarter three we are predicted to end the year with an average of 14.6 days sickness per employee. Performance is 2.6 days worse than the same period last year. The percentage of working time lost across Quarter 3 was 6.04%. Based on the 2023/24 annual salary costs for all employees, the approximate direct cost of absence per annum if the figure remained at this level would be estimated at £1.3 million. This does not take into account the indirect costs, for instance those caused by recruiting to/covering staff absence or costs associated with presenteeism. There was some improvement during the quarter in November, but an increase in sickness absence at Property Services Repairs Service (CS) during December saw performance decline. The main causes of sickness absence during quarter three were mental ill health (52%), acute medical (17%) and minor illness (17%). Customer and Estate Services and Property Services Repairs Service (CS) had the highest absence levels with 8.33% and 8.25% of working time lost respectively as at the end of the quarter. Other directorates lost 4.75% and 3.41% of working time. Ongoing and upcoming actions to reduce sickness absence include:
 - Weekly absence meetings with Estate Services to ensure advice is provided/action taken in a timely manner.
 - Mandatory sickness absence training for leaders to be delivered during quarter four.
 - Monthly sickness absence meetings to be held for Property Services Repairs Service (rather than quarterly).
 - Burnout toolkit/action plan to be developed.

- Informative video guide for Occupational Health for both managers/staff to be developed.
 - Employee Experience action groups held and communications to be delivered regarding progress on issues raised.
- RP01 decent homes: at quarter three 127 properties (0.7% of stock) were classed as non-decent. The stock can be aggregated into three categories, as per Figure 1: Non-Decent Breakdown. This financial year we have moved to quarterly reporting for RP01, this has resulted in quarterly consideration and identification of un-surveyed properties, which would have previously been identified at year end. This focus will help us to be in an improved position to achieve our year-end target.

Figure 1: Non-Decent Breakdown						
Category	Snapshot at Quarter 1		Snapshot at Quarter 2		Snapshot at Quarter 3	
	% against stock	Count of assets	% 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	0.08%	15
Non-Decent – un-surveyed in quarter	0.73%	132	0.05%	9	0.33%	60
Non-Decent – omissions, additional assets from Pennington Choices, Electrical (review and remedial actions needed)	0.47%	84	0.31%	55	0.29%	52
Totals	1.28%	230	0.44%	79	0.71%	127

- Minority ethnic: Turnover of staff has resulted in a small reduction in the overall percentage of minority ethnic staff in the workforce. As part of the year three actions of the EDI strategy we will be completing an audit of recruitment process and practice to identify any discrimination. Recruitment and selection training for managers including, good practice and avoiding unconscious bias is also underway.
- 4.5 Perception satisfaction measures TP01 – TP12. We are considering the year end survey results and, in discussion with involved tenants, we'll use the feedback to influence our ongoing service improvement actions and identify any new actions. There is a separate report to Board today on the Tenant satisfaction measures.
- 4.6 A service led audit of registered complaints is currently taking place. This may result in revisions to CH01 (stage one and two complaints per 1,000 properties) to reflect where complaints were subsequently withdrawn by tenants, (withdrawn complaints are currently included in CH01 figures).

4.7 PRIP Quarter 3 Performance 24/25

The PRIP performance report is produced by Property Services and includes performance against the contract KPI's for both Wates and Berneslai Homes Repairs Team.

In quarter 3 the following results were achieved (cumulatively):

Partner	Green	Red
Property Services Repairs Team	3 (21%)	11 (79%)
Wates	11 (79%)	3 (21%)
Combined	3 (21%)	11 (79%)

The summarised report is attached at Appendix B.

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 Company 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 Property Repairs and Improvement partnership (PRIP) KPI's are set within the contract for both Property Services Repairs Team and Wates.

7.3 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 Three 2024/25 Performance Report
Appendix B – Quarter Three PRIP Performance Report


























Quarterly Performance Report Quarter 3-2024/2025





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2024/25 – Q3 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)	
BS01: Gas Gas safety checks	100%	100%	99.99%	99.99%			100%	99.96%	
BS02: Fire Fire safety checks	100%	100%	100%	100%			100%	100%	
BS03: Asbestos Asbestos safety checks	100%	100%	100%	99.81%			100%	100%	
BS04: Water Water safety checks	100%	100%	100%	100%			100%	100%	
BS05: Lift Lift safety checks	100%	100%	100%	100%			100%	100%	
CH01 1: Stage One Complaints Stage one complaints relative to the size of the landlord	39.6	17.4	36.1	55.4			In line with peer group median	39.4	
CH01 2: Stage Two Complaints Stage two complaints relative to the size of the landlord	7.6	3.3	7.7	12.0			In line with peer group median	4.8	
CH02 1: Stage One Response Time Stage one complaints response time	74.0%	96.2%	96.3%	96.1%			100%	73.6%	
CH02 2: Stage Two Response Time Stage two complaints response time	96.3%	96.7%	96.8%	97.8%			100%	72.7%	

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	21.9	27.1			In line with peer group median	55.5	NM01 1: ASB Cases Anti-social behaviour cases
0.5	0.2	0.5	0.6			In line with peer group median	1.44	NM01 2: ASB Cases Hate Incidents Anti-social behaviour cases that involve hate incidents
0.09%	1.3%	0.4%	0.7%			0%	3.1%	RP01: DHS Compliance Homes that do not meet the Decent Homes Standard
94.1%						96%	80.8%	RP02 1: Non-Emergency Repairs Repairs completed within target timescale
94.3%						99%	94.8%	RP02 2: Emergency Repairs Repairs completed within target timescale
76.8%	73.0%		77.4%		75.2%	77%	66.5%	TP01: Tenant Satisfaction Overall satisfaction
75.1%	73.1%		75.7%		74.4%	76%	70.5%	TP02: Tenant Satisfaction with Repairs Tenant Satisfaction with repairs
75.5%	66.5%		68.5%		67.5%	76%	66.2%	TP03: Time Taken Recent Repair Satisfaction with time taken to complete most recent repair
73.8%	69.8%		71.5%		70.7%	74%	67.5%	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%	72.3%	72.3%	71.5%	71.5%	77%	73.5%	TP05: Home is Safe Satisfaction that the home is safe
59.6%	60.5%	64.1%	64.1%	62.3%	62.3%	61%	56.1%	TP06: Listening to Tenants Landlord listens to tenants views and acts upon them
64.4%	60.5%	64.4%	64.4%	62.5%	62.5%	68%	66.5%	TP07: Keeping Tenants Informed Landlord keeps tenants informed about things that matter to them
76.9%	76.4%	79.5%	79.5%	77.9%	77.9%	81%	76.3%	TP08: Treating Tenants Fairly Landlord treats tenants fairly and with respect
43.1%	46.2%	42.8%	42.8%	44.5%	44.5%	43%	29.4%	TP09: Satisfaction Handling Complaints Satisfaction with the landlords approach to handling complaints
65.9%	51.8%	70.2%	70.2%	61.7%	61.7%	66%	63.9%	TP10: Satisfaction with Communal Areas Satisfaction that the landlord keeps communal areas clean and well maintained
59.6%	52.8%	57.1%	57.1%	55.0%	55.0%	64%	59.8%	TP11: Positive Contribution Satisfaction that the landlord makes a positive contribution to neighbourhoods
48.4%	45.8%	49.4%	49.4%	47.6%	47.6%	55%	55.0%	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%	1.91%			1.05%	Void Rent Loss (BH1) Income lost due to void properties
96.3%	99.2%	100.3%	99.6%			97%	Rent collection (BH2) Rent collected as a proportion of rents owed on Housing Revenue Account dwellings.
3.6%	3.3%	3.3%	3.2%			4%	Apprentices (BH3) Proportion of apprentices in workforce
66%	65%	67%	66%			60%	Local Spend (BH4) Spend funds locally supporting the Barnsley economy.
39.3%	41.9%	41.7%	42.4%			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	14.6			9 days	Staff Attendance (KPI 2) Average number of days absent per full time equivalent employee.
4.7%	4.7%	13.1%	13.1%			8%	Diversity (KPI 3) Percentage of staff defining under the Equality Act definition of disability.
3.1%	2.9%	2.6%	2.5%			3.4%	Diversity (KPI 4) Percentage of minority ethnic staff in total workforce.
3.7%	3.6%	3.6%	3.9%			3.5%	Current Tenant Arrears (KPI 5) Percentage of Current Tenant Arrears.
73.5%	40.1%	45.3%	90.8%			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	Q3	Q4
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.	Head of GS - appointed expert consultant to work through current issues, and provide roadmap for change to ensure using system to full potential. Report due early quarter 4. Work on implementation of Assets in progress.	
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.	Head of GS - Approval to use proof of concept for data tool received - 3 month trial therefore dashboards put on hold.	
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.	Head of GS - BMBC allocated a Digital PM to work through the discovery phase with BH over the next 6 months,	
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.	HOCS - New version created and final tenant session planned 30/1. At Board March and Cabinet soon after HOCS - Update on survey plan and outcomes at CS committee Feb 25. Voicescape to run repair survey from Feb 25. HoCS - Knowing Customer Project to be refreshed and relaunched. Review meeting with HOGS and HOES to agree interim solution from Spring 25.	
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 (Awaab's Law & DH2).	Head RM&BS: C365 implementation ongoing, and works so far have proven valuable. PS structure review, along with PRIP contract review/amendment fundamental to delivery of acceptable service 'Discovery' works ongoing within PS, identifying areas of change necessary - which will inform any necessary stakeholder consultation Activity ongoing to reduce st2 complaints of repairs Redefine budget monitoring/management activity for cost control/avoidance Void position ever improving, still much improvement required prior to Apr25 Focus upon disrepair, Damp, Mould with new mgr: progressive improvements already to control cost and reduce exposure/risk	

Barnsley 2030 objective	Priority	Strategic Ambition	Milestones	Date	BH Lead and additional resources	Q1 Update	Q2	Q3	Q4
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%. Pennington's 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%. Pennington's 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	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. Costed options for gaining qualifications to be presented to EMT in January 2025. 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.	HoCS - Updated progress with CsC, Customer Panel and Elected Members. Positive feedback. Structure amended and specialist roles filled to coordinate nominations, ME and tenancy changes. Tenancy Change Policy to complete end April 25 to align to Tenancy Policy. Commenced review of ME process and most effective delivery. Testing of new NEC set up in progress and on track from April go live subject to no significant issues.	
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	Head of AM: SAVA intelligent energy module live. Retrofit plan currently being developed. NEC Phase 2 Assets Module currently being built for implementation.	

PRIP Performance Dashboard

2024/25 Quarter 3



BARNLSLEY
Metropolitan Borough Council



berneslai
homes

Executive Summary

This is the third quarterly report for 2024/25 produced by the Property Services division of Berneslai Homes. The report provides a concise display of performance activity, against the agreed suite of KPIs.

In this quarter, the following results were achieved (cumulatively):

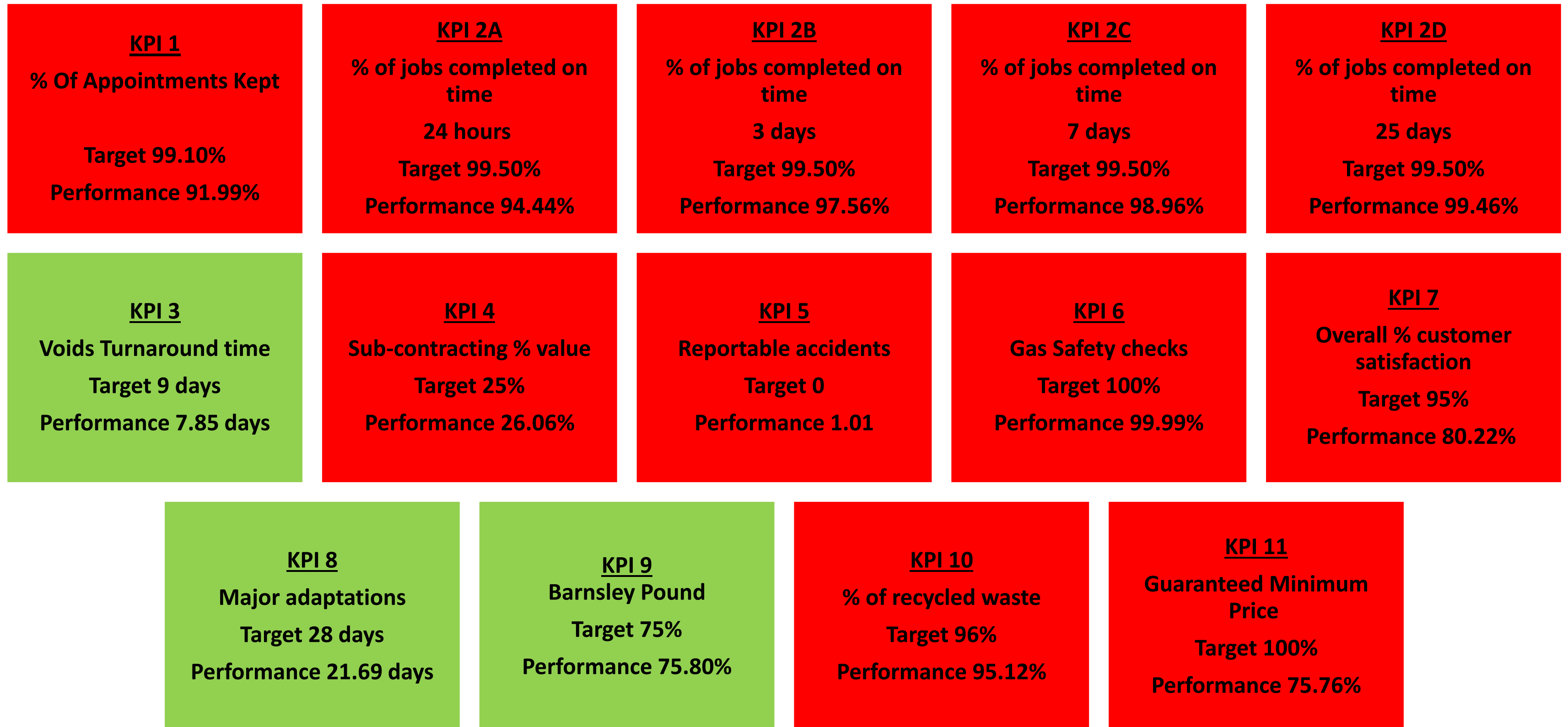
Partner	Green	Red
Property Services	3 (21%)	11 (79%)
Wates	11 (79%)	3 (21%)
Combined	3 (21%)	11 (79%)

Whilst the way some data has previously been recorded has given a false adverse performance indication with respect to Property Services (previously Construction Services), both primary delivery partners clearly provide valuable services to our customers and wider community, and it is evident there is applaudable performance in many areas against targets, some targets being more ambitious than other providers in the sector.

The following initiatives to improve performance:

- Daily scrutiny of data on failed jobs to be investigated to inform areas of progressive improvement.
- Proposed joint working between contract partners to influence best practice on repairs related KPIs
- Property Services have engaged a DRS expert to help and optimise the system application to improve scheduling efficiencies with a report being presented to EMT in January 2025.
- On-going project group to further enhance the reporting of data through the NEC system.
- Propose that Property Services engage with BMBC contact centre to look at how assistance can be achieved through allocation of repairs jobs.
- Voids processes being evaluated and a draft proposal to be presented to partners, EMT and BMBC for consideration, with the aim of reducing rent lost cost of void works.
- Ongoing review of GMP and Valuation sheet progress to streamline the process, reduce admin time and cost, to provide greater assurance on the initial value of works.

Combined achievement for both Partners for Q2



Property Services dashboard - comparison to previous quarter

KPI	Definition	2024/25 Target	Q1		Q2		Q3		Q4	
			Performance	Trend	Performance	Trend	Performance	Trend	Performance	Trend
KPI 1	Percentage of appointments kept out of total appointments made	99.10%	86.50%	↓	87.32%	↑	88.41%	↑		
KPI 2A	Percentage of 24 hour responsive jobs completed on time	99.50%	91.58%	↓	90.12%	↓	91.33%	↑		
KPI 2B	Percentage of 3 day responsive jobs completed on time	99.50%	94.92%	↓	92.67%	↓	96.10%	↑		
KPI 2C	Percentage of 7 day responsive jobs completed on time	99.50%	98.23%	↓	97.32%	↓	98.47%	↑		
KPI 2D	Percentage of 25 day responsive jobs completed on time	99.50%	98.32%	↓	97.09%	↓	99.21%	↑		
KPI 3	Voids turn round time	9 days	8.17 days	↓	7.98 days	↑	7.87 days	↑		
KPI 4	Subcontracting as a % of contract value	25%	14.95%	↑	20.75%	↓	22.88%	↓		
KPI 5	Number of reportable accidents per 100 FTE employees	0 Nr	0	↑	1.44	↓	1.44	↔		
KPI 6	Percentage of properties with a current gas Compliance Certificate	100%	100%	↔	99.97%	↓	99.99%	↑		
KPI 7	Tenant Satisfaction Responsive Repairs	95%	80.90%	↓	80.25%	↓	81.27%	↑		
KPI 8	Major adaptations - time from order to completion	28 days	22.50 days	↑	20.90 days	↑	26.88 days	↓		
KPI 9	Barnsley Pound	75%	68.57%	↓	70.05%	↑	69.88%	↓		
KPI 10	Percentage Recycled Waste	96%	94.55%	↑	94.66%	↑	94.60%	↓		
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	37.50%	↓	53.85%	↑	60.00%	↓		

* Arrows indicate the trend of performance between quarters, for example, with an up arrow showing an improvement compared with the cumulative position for the previous quarter

Wates dashboard - comparison to previous quarter

KPI	Definition	2024/25 Target	Q1		Q2		Q3		Q4	
			Performance	Trend	Performance	Trend	Performance	Trend	Performance	Trend
KPI 1	Percentage of appointments kept out of total appointments made	99.10%	99.37%	↓	99.39%	↑	99.10%	↓		
KPI 2A	Percentage of 24 hour responsive jobs completed on time	99.50%	99.87%	↑	99.83%	↓	99.73%	↓		
KPI 2B	Percentage of 3 day responsive jobs completed on time	99.50%	100.00%	↔	100.00%	↔	99.43%	↓		
KPI 2C	Percentage of 7 day responsive jobs completed on time	99.50%	99.68%	↓	99.69%	↑	99.66%	↓		
KPI 2D	Percentage of 25 day responsive jobs completed on time	99.50%	99.86%	↑	99.85%	↓	99.81%	↓		
KPI 3	Voids turn round time	9 days	6.48 days	↑	7.45 days	↓	7.79 days	↓		
KPI 4	Subcontracting as a % of contract value	25%	26.13%	↓	33.76%	↓	32.16%	↑		
KPI 5	Number of reportable accidents per 100 FTE employees	0 Nr	0	↔	0	↔	0	↔		
KPI 6	Percentage of properties with a current gas Compliance Certificate	100%	100%	↔	100.00%	↔	100%	↔		
KPI 7	Tenant Satisfaction Responsive Repairs	95%	83.78%	↓	83.33%	↓	77.97%	↓		
KPI 8	Major adaptations - time from order to completion	28 days	21.11 days	↑	21.73 days	↓	18.91 days	↑		
KPI 9	Barnsley Pound	75%	82.99%	↑	84.52%	↑	86.25%	↑		
KPI 10	Percentage Recycled Waste	96%	95.24%	↑	96.12%	↑	96.60%	↑		
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	100%	↑	100.00%	↔	100%	↔		

* Arrows indicate the trend of performance between quarters, for example, with an up arrow showing an improvement compared with the cumulative position for the previous quarter



**Creating great homes and communities
with the people of Barnsley**

Report Title	PRIP Review Briefing Update	Confidential	No
Report Author	Arturo Gulla – Executive Director of Property Services	Report Status	For Information
Report To	Board 27 th February 2025	Officer Contact Details	arturogulla@berneslaihomes.co.uk

1. Briefing Note	<p>The Council is currently conducting an independent review into the repairs contract arrangement (PRIP) to identify how the contract can be made more efficient and be more customer focussed. Savills have been appointed to undertake this work.</p> <p>Key Berneslai Homes Property Services and Finance staff are working closely with Council colleagues and Savills' representatives.</p> <p>The scope of Savills review includes:</p> <ol style="list-style-type: none"> 1. A review of the end-to-end process from notification of repair is needed to identify process improvements/reduce inefficiencies and improve the tenant experience. This also includes a review of the use of jobs issued on 25-day orders. 2. A review of the price per repair mechanism compared to other options to propose/recommend the most effective longer-term approach to drive performance and value 3. A review of the revenue and capital workstreams/specifications and phases/batches process 4. Review current pricing schedules to identify if there are significant variances to market rates 5. Review current mechanisms relating to sub-contracting and provide an opinion if this can be improved to incentivise self-delivery and offer options for the application of prelims, branch and overhead charges
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6. Review the branch and overheads and the application of the profit element by Property Services and consider alternative options
7. Review of the contractor's performance framework to include incorporating the Tenant Satisfaction Measures
8. Review of current geographical split arrangements and provide options for delivering better value for money
9. Provide an independent review of the stock condition position
10. Undertake a review of the short-term delivery plans
11. Undertake a review of longer-term business planning assumptions and data smoothing
12. Support the contract 5-year review process due to expire in 2031
13. Provides options for future delivery models (beyond 2031), including organisational contract management options. To include procurement, cost, resource, and efficiency considerations

Three Task & Finish Groups (TFG's) have also been established to carry out the requirements of the 5-year PRIP Review, these are Key Performance Indicators (KPI's), Commercial/Contractual, Operational and Financial.

A central action plan has been established to record all actions and decisions taken across the 3 groups. The actions recorded are a collation of the following:

- Agreed Management Actions (AMA's) from the PRIP KPI Audit conducted by Corporate Assurance,
- Actions from the scope of the external review commissioned with Savills
- Proposals from Service Providers (BH and Wates) which align to PRIP Review report and PRIP contract review clause.

The purpose of each Task and Finish Group (TFG) is to review the actions for the relevant TFG as documented on the action plan and to propose options acceptable to all parties. These will deliver improvements, efficiencies and clarity in respect of contract processes and roles and responsibilities for the remainder of the contract term.

It is proposed that the implementation of improvements can be adopted as the review progresses.

The current milestones as reported to BMBC Council Cabinet in December 2024 by BMBC officers. These are challenging:

Action/Activity:	Deadline:
Commence formal consultation with Contractors.	Commenced 25/10.
Savills fulfil support requirements for priority 1 actions	Mid December 2024
Partner Approvals: Wates Berneslai Homes Board Delegations BMBC	January/February 2025
Conclude Contract Amends	End February 2025
Go Live under new terms	1 st April 2025

From a Berneslai Homes perspective there is an opportunity to make approximate savings of £1m + per annum. In addition, it will be critical to concentrate on a customer first approach and improving customer satisfaction by:

- Removal of client contractor split to reduce complaints
- Review of processes to complete works at first visit
- Review the revenue & capital batched phases
- Reduce waiting times for repairs and investment
- Increasing the Home safety from a repair perspective
- Development of agreed 3 yr programmes
- Removing the principle of disallowed costs on repairs
- Deliver more works in house rather than subcontract

2. Recommendation/s

- Board considers the contents of the report
- Board continues to receive timely updates on the progress of the Savills review and specific progress of Berneslai Homes

Report Title	Quarterly Risk Update	Confidential	No
Report Author	Executive Director of Resources	Report Status	For Approval
Report To	Board 27 February 2025	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 this report on 29th January 2025. It was noted that the Committee's recommendation of adding a 'reputational' risk to the risk register had been undertaken. A request was made to highlight on the strategic risk headline document (App A) where changes had occurred since the last Board meeting; therefore, an additional column has been added for this report.</p> <p>1.3 The Committee also highlighted that there was no reference to the PRIP contract in the Sector Risk Profile Self-Assessment (App B); this has now been referenced in the document with regards to the dedicated risk register in place for the contract. The Committee Chair appreciated the sharing of gas explosion scenario testing, which he felt was useful in assisting key users to become familiar with Business Continuity.</p> <p>The key points from the report are summarised below:</p> <p>1.4 There are currently 17 active strategic issues and concerns. The Summary of Issues and Concerns are attached (Appendix A).</p> <p>1.5 A self-assessment of the 2024 RSH Sector Risk Profile has been undertaken (Appendix B), and has been scrutinised at Audit and Risk Committee.</p>
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	<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. However, 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 that Board:</p> <ul style="list-style-type: none"> i. Review and Comment on the Risk Management Quarterly Update ii. Review and comment on the Strategic Risks. iii. Review and agree the contents of the self-assessment against the Sector Risk Profile iv. 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

Strategic Issues and Concerns

4.1 There are currently 17 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 Board on 5th December 2024.

- a) The risk that *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)* has been moved to a critical response rating due to the additional resources that have been allocated to the project.
- b) *High value claim as a result of Private management service* – Whilst the judgment found in favour of Berneslai Homes, the claimant has applied to the court to appeal. Therefore, the concern has increased. However, the Response rating has been reduced to 'Important' due to the potential reduction of costs.
- c) The risk to *Berneslai Homes reputation and the perception of Berneslai Homes* has been added due to recent media exposure.
- d) The risk of *Far-Right Extremism and Rioting* was added as a result of the riots in 2024. It was removed due to the risk reducing and was integrated into the *Business Continuity* risk.

- e) The risk of the *Increase in staff mental ill health and wellbeing* has been expanded into a wider people risk - *We don't have the appropriately skilled and motivated workforce to deliver services effectively which meet statutory and regulatory requirements.*
- f) The risk of a *Gap and lack of recent reviews in policies and procedures, leaves us at risk with the Housing Ombudsman and the Social Housing Regulator* has an increased concern level due to no formal framework to track updates currently.

4.2 The top key risks are described below:

1. *Reduction in customer satisfaction* – this remains a critical response risk as additional resource has and is being implemented to meet the challenge. The concern level was raised; however, it was then reduced to 'same concerned' as the Phase 2 results from the TSM perception survey show an improved picture.
2. *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.
3. *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 remains high, and the incidents of violence and aggression towards staff remains higher than usual.
4. *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.
5. *Mould, damp and condensation* – this remains a critical response risk, and continues to be concerning, particularly during the colder months. Due to the impact of Awaab's Law, the regulatory environment will continue to keep this risk of key concern as we implement the significant requirements of the regulation.

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 RSH Sector Risk Profile 2024 and the Corporate Ambitions.

4.3 The Strategic risks follow the evolving level of concern, identifying where we are less, more or same concerned about a particular risk since the previous review.

4.4 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. There are currently no liabilities on the register.

4.5 RSH Sector Risk Profile 2024

4.5.1 The Regulator of Social Housing's Sector risk profile is intended to help Boards have a better understanding of the risks in an increasingly complex and diverse sector. It sets out the RSH's view of the most significant sources of risk to providers' ongoing compliance with the regulatory standards.

4.5.2 With knowledge and oversight of these risks, Board's role is to ensure that Berneslai Homes remains compliant with legislation and regulation, prioritising safety and essential services. The general themes of the profile are key areas of focus for Boards, these are:

- Strategic direction
- Financial viability
- Tenant safety
- Stock decency
- Service delivery and accountability

The key points relevant to Berneslai Homes as an ALMO are identified and risk assessed.

4.5.3 We undertake an annual self-assessment against the Sector Risk Profile, with the latest version published in October 2024. The full 2024 assessment is provided at Appendix B.

4.5.4 The Board/Committee report template ensures that report writers and therefore EMT and Board members consider their risk appetite and provide a measured approach in managing risks, therefore helping to ensure that Committees and Board decision making is underpinned by detailed knowledge and high-quality information. The Strategic Risk Register is closely assessed by Audit and Risk Committee and overseen by Board.

4.6 Risk Management Framework Update

4.6.1 The latest live Operational, Project and Fraud risks are available to view on the [risk system](#) – filter 'Fraud' or 'Operational' or 'Project' Risks.

4.7 Emergency Planning Update

4.7.1 The Corporate Emergency Response Plan was reviewed and approved by EMT in December 2024. The Plan is available to view in [Decision Time](#).

4.7.2 The service-level Business Continuity Plans are undergoing their annual review for completion in February 2025. They will then be audited by BMBC Corporate Assurance.

4.7.3 A Gas Explosion scenario session was undertaken with EMT, SMT and key managers on 22nd January 2025, based on a real-life scenario. Managers were asked to feedback key learning points at team meetings. Whilst some small actions resulted from the session, attendees acknowledged Berneslai Homes and the Council had a good understanding of the Emergency plan and of specific actions discussed to mitigate the 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 RSH Sector Risk Profile 2024 – [Governance Handbook section](#).

14.3 Emergency Response Plan – [Decision Time Resources](#)

15. Appendices

15.1 Appendix A – Strategic Risks Headline Summary.

15.2 Appendix B - Annual Self-Assessment against the Sector Risk Profile 2024

Appendix A

Title of Risk	Description	Assessment	Strategic Risk Area (Sector Risk Profile)	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Ambitions	Compared to the risk report to Board on 5th December 2024.
Reduction in customer satisfaction	<ul style="list-style-type: none"> Increasing demands from customers – they require increasing support Increasing regulatory demands Reduction in funding – more with less Contact Centre performance – we could miss significant issues Customers unable to access repairs services online effectively <p>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.</p> <p>04.04.24: Increased concern due to Backlog of works has increased complaints and reduced customer satisfaction</p> <p>15.07.24: The TSM results have shown a reduction in customer satisfaction.</p>	<ul style="list-style-type: none"> Cost of living Planned repairs and reduced budgets Regulatory intervention 	Delivering Services to Tenants	Chief Executive	Actual	Actual	Critical	Same Concerned >	Hearing Customers	The 'level of concern' was reduced from 'Increased concern' to 'same concerned' as the Phase 2 results show an improved picture, and therefore the concern does not continue to rise.
The HRA does not cover service requirements	<ul style="list-style-type: none"> Rent caps, inflation, CPI, use of reserves, management fee Tenant financial hardship Insufficient resources to support vulnerable customers Pensions – impact on balance sheet Reduction in funding for repairs and investment in stock – PRIP - impact on CS profit – reputation Impact on Strategic plan - resources to deliver the priorities - reputation with BMBC Relationship with the Council is crucial Reliant 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. <p>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.</p> <p>22.11.23: Concern remains increased.</p> <p>04.04.24 - regulatory changes putting increased expectations on HRA.</p>	<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 <p>13.01.25 - Increased pressure on HRA due to increase in employer NI contributions - partners inc.</p>	Financial viability	Executive Director of Resources	Actual	Actual	Critical	Same Concerned >	Growth of Homes and Services	No changes

Title of Risk	Description	Assessment	Strategic Risk Area (Sector Risk Profile)	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Ambitions	Compared to the risk report to Board on 5th December 2024.
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 <p>Opportunity: •Tenants may want to move to smaller accommodation, which will release family-sized properties. 09.07.24 - increase in disrepair cases.</p>	<ul style="list-style-type: none"> •Cost of Living •Reduced funding •More support needs 	Delivering Services to Tenants	Exec Dir Customer & Estate Services and Exec Dir of Property Services	Actual	Actual	Critical	Same Concerned >	Hearing Customers	No changes
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 04.04.24: Increased concerned due to delays in Phase 2 or NEC which will impact CRM and Assets. 15.07.24: BMBC CRM to be implemented 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 we don't have a clear plan on the data we hold and how we should be using it. Unsure of data maturity Still have huge gaps in data people don't take ownership of their responsibility for data - it's everyone's responsibility 17.12.24: Moved to critical to reflect resources allocating to the project.</p>	Delivering Services to Tenants	Executive Director of Resources	Actual	Actual	Critical	Same Concerned >	Technology and Innovation	This has moved from an 'Important' to a 'critical response' rating due to the additional resources that have been allocated to the project.
Ability to deliver historical & in year R&M works within current financial resources available	<p>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.</p>	<p>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</p>	Delivering against expectations	Executive Director of Property Services	Actual	Actual	Critical	Same Concerned >	Hearing Customers	No changes

Title of Risk	Description	Assessment	Strategic Risk Area (Sector Risk Profile)	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Ambitions	Compared to the risk report to Board on 5th December 2024.
Mould, damp and condensation	Are we keeping tenants safe by ensuring that damp, mould and condensation are not a health risk to tenants? 18.03.24 - Awaab's Law - consultation submission to DLUCH. Concern remains increased. 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 says that govt expect landlords to be undertaking assessments of: • damp and mould issues affecting our properties, including the prevalence of category 1 and 2 damp and mould hazards; • the action we have identified that may need to be taken in relation to damp and mould issues affecting our properties The issue is prevalent in the news and tenants are fighting back	Health and Safety	Executive Director of Property Services	Actual	Actual	Critical	Same Concerned >	Keeping Tenants Safe	No changes
Vulnerability of in-house and third party systems to cyber attack	•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. 03.12.24: Including the risk of AI - There is a risk that the information produced by AI is not accurate and not relevant (eg using the wrong law - US rather than UK).	•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.	Data and Cyber Security	Executive Director of Resources	Potential	Potential	Critical	Same Concerned >	Technology and Innovation	No changes
Business continuity	•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? Do we need to consider loss of internet as the frequency has increased?	Delivering Services to tenants	Chief Executive	Potential	Potential	Critical	Same Concerned >	Employment and Training	The risk of Far-Right Extremism and Rioting was added as a result of the riots in 2024. It was removed due to the risk reducing and was integrated into this Business Continuity risk.
High value claim as a result of Private management service	23.01.23: Legal proceedings issued against BH re accident in a property management by BH on behalf of a private landlord (2019). 02.12.24: Judgement found in BH favour 07/11/24 02.12.24: More concerned as Claimant has applied to the Court to appeal. 13.01.25 - reduced to important as potential costs reduced	23.01.23: Legal proceedings issued against BH re accident in a property management by BH on behalf of a private landlord (2019).	Financial viability	Executive Director of Property Services	Actual	Actual	Important	More Concerned ^	Growth of Homes and Services	Whilst the judgment found in favour of Berneslai Homes, the claimant has applied to the court to appeal. Therefore, the concern has increased. However, the Response rating has been reduced from 'Critical' to 'Important' due to the potential reduction of costs.

Title of Risk	Description	Assessment	Strategic Risk Area (Sector Risk Profile)	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Ambitions	Compared to the risk report to Board on 5th December 2024.
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. 13.01.25 - No formal framework to track updates currently.	Delivering against expectations	Head of Customer Services	Actual	Potential	Important	More Concerned ^	Employment and Training	Increased concern level due to not having a formal framework to track updates currently.
Reputation and perception of BH	Added 13.01.25 - recent social media and media exposure. Considerations: Working with Cllrs and the portfolio holder and the new BMBC service director to enhance reputation? Working positively with Chronicle / press.	Recent social media and media exposure.	Partnership, Relationship and Collaboration Governance	Chief Executive	Actual	Actual	Important	Same Concerned >	Delivering against expectations	New risk due to recent media exposure.
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 17.07.24: BMBC looking to add in future business plan. 13.01.25 - Joint work with BMBC to look at overall 30-year business plan	Strategic priority in line with local and national government	Delivering against expectations	Executive Director of Property Services	Actual	Actual	Important	Same Concerned >	Zero Carbon	No changes
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). 01.03.24 Review date changed as on going risk 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.	<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. 17.11.23- New OD in post from 1.8.23- ED&I development back in progress.	Delivering Services to Tenants	Executive Director of Resources	Actual	Potential	Important	Same Concerned >	Employment and Training	Whilst this was 'more concerning' due to feedback from the Customer First training, it was moved to 'same concerned' as the concern has not continued to increase.

Title of Risk	Description	Assessment	Strategic Risk Area (Sector Risk Profile)	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Ambitions	Compared to the risk report to Board on 5th December 2024.
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.	02/10/2024: 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.	Existing stock quality	Executive Director of Property Services	Actual	Potential	Important	Same Concerned >	Technology and Innovation	No changes
We don't have the appropriately skilled and motivated workforce to deliver services effectively which meet statutory and regulatory requirements.	That we don't have appropriate resourcing levels in the workforce Workforce resilience - motivation, wellbeing (sickness absence) Workforce skills - competencies Impact - recruitment and retention - increased workload	Sickness levels / mental wellbeing Impending competency and conduct standard Employee feedback Increased turnover	Delivering against expectations	Executive Director of Resources	Potential	Actual	Important	Same Concerned >	Employment and Training	The risk of the Increase in staff mental ill health and wellbeing has been expanded into this wider people risk. The risk remains 'Important'.
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.	Health and Safety	Exec Dir Customer & Estate Services and Exec Dir of Property Services	Potential	Potential	Important	Same Concerned >	Keeping Tenants Safe	No changes
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. Action 6 updated 	<p>A change and strengthening in regulatory approach is being implemented nationally, including the professionalism agenda (CIH).</p> <p>New regulations expected in early 2025 on Awaab's Law, Decent Homes 2 and introduction on competency and conduct standard</p>	Delivering against expectations	Chief Executive	Potential	Potential	Important	Same Concerned >	Hearing Customers	No changes

Appendix B – Self Assessment against the Sector Risk Profile 2024

Heading	Risk	The Sector Risk Profile	Berneslai Homes Mitigations	Actions and responsible officer	Link to risk appetite (2023)
Strategic Risks	Financial Viability	<p>How are we mitigating the impact of:</p> <ul style="list-style-type: none"> Necessary expenditure on existing stock safety and quality and energy efficiency? Increasing cost of capital as a result of higher interest rates? Continued trend since 2018 of reducing financial performance? <p>Does Board have:</p> <ul style="list-style-type: none"> A strong internal controls framework? A thorough understanding of the strategic risks? Close monitoring of the financial position? Proactive and transparent communication with stakeholders to manage the reputational implications of any trade-offs in delivering objectives? A set clear strategic direction in order to maintain viability while prioritising essential services and tenant safety? 	<ol style="list-style-type: none"> Strategic plan – takes economic environment into consideration – 2025-26 3-year vision The Board receives an annual report on Value for Money and undertakes an annual self-assessment against governance standards, which ensures value for money and quality governance translates through into strategic objectives and delivery methods. The current Value for Money Strategy has been approved by our Board. The regular review of this strategy provides oversight from Board and ensures the Board monitors and challenges performance, and makes well informed decisions regarding the effective use of assets and resources available. Board Strategic Planning Days at least 2 per year – Nov 2024 session inc Board/governance leadership, budgets and Strategic planning. Budgets aligned to proposed rent increases by BMBC. Financial position report at every Audit Committee and Board meeting Quarterly and annual Performance monitoring reports to Customer Services Committee and Board and BMBC. This includes information on rent collected and arrears. CEO horizon scanning presentation to each board meeting ensuring board remain fully up to date on the issues, threats and opportunities facing Berneslai Homes. Zero based review of risks – 2 yearly – delayed due to review of risk framework early 2025 Risk Appetite refreshed by Board and EMT February 2023 – annual review by board 2024 and due 2025 in the interim until fully refreshed. Annual review of Internal Controls by Board – Sept 2024 	<ol style="list-style-type: none"> Strategic Plan 25-26 – March 2025 head of Governance and Strategy Full external review of risks and appetite – to be scheduled early 2025 – David Tolson partnership (DTP) external consultant Review of Financial reporting to ensure its clearer for Board –Executive Director Resources/Head of Finance – March 2025 	Financial Stability Risk (inc VfM) – Averse
	Delivering against expectations	<p>How are we mitigating impact of:</p> <ul style="list-style-type: none"> the range of competing expectations from stakeholders – consideration of and communicating choices effectively. Scrutiny from BMBC / MPs /Cllrs, Tenants, Public, media, regulators Trade-offs due to financial capacity delivering on a range of new policy initiatives to increase the quality of social housing - Decent Homes Standard, Minimum Energy Efficiency Standards, raising professional standards through new Competence and Conduct requirements. proactive regulation of the consumer standards Transparency, Influence, and Accountability Standard - genuine consideration of tenants’ views at the heart of decision making about services and making information available in order to enable tenants to hold them to account. <p>Does board have:</p> <ul style="list-style-type: none"> Awareness of and regard to the expectations of tenants and other stakeholders as part of their strategic approach? Ability to clearly articulate their organisations’ purpose and priorities, engaging openly with stakeholders in order to manage the risks 	<ol style="list-style-type: none"> Strategic plan focuses on how we will undertake our service delivery responsibilities, including Social Housing Regulation, the Building Safety Act and Zero Carbon targets. Board scrutinise the key performance indicators used to measure our success, and monitor progress against self-assessments, such as against the Consumer standards and the NHF Code of Governance. The plan is reviewed annually with consultation with key stakeholders. 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 TARA’s. Ensuring our customers are fully involved in developing, shaping, and scrutinising our services. Over the last 12 month we have extended our range of involvement opportunities and changed the way we hear and act upon the tenant’s voice. We have continued to engage with the local community by targeting areas of underrepresentation and hosting “Engagement Tours”, allowing tenants to speak directly with the Engagement Team, Neighbourhood team and Ambition Coaches. We’ve developed a bespoke engagement survey which we use on the tours and at any multi agency events we attend, ensuring we capture the tenants’ voice. We’ve launched Check it Challengers, a new way for tenants to give us their views on our letters, policies, sections of the website all from the comfort of their own homes, via email. This was highlighted as good practice in the recent Inspection. We’ve working with Efficiency North and have secured funding to deliver Damp and Mould training to tenants via NOCN, providing attending with a qualification, as well as tips on how to spot the signs and help alleviate 	<ol style="list-style-type: none"> Knowing our customers – ongoing work on this around the data we hold – Heads of Service, 2025 Full review of Strategic Plan due during 2025 – Head of Governance and Strategy 	The Customer Experience and Consumer Regulation - Averse

Heading	Risk	The Sector Risk Profile	Berneslai Homes Mitigations	Actions and responsible officer	Link to risk appetite (2023)
		<p>inherent to the trade-offs faced in employing landlords' scarce resources?</p> <ul style="list-style-type: none"> • Where difficult trade-offs are required, timely and effective mitigating strategies in place to manage reputational risks, including transparent and effective communication with tenants and stakeholders? • Assurance of actively seeking tenants' views and communicating how these have been taken into account when making decisions about delivery of landlord services? • Transparency in their provision of performance and other information to support effective scrutiny by tenants and other stakeholders – including collecting and publishing Tenant Satisfaction Measures data? • Confidence that they can demonstrate their activity effectively achieves strategic objectives and represents value for money? 	<p>damp and condensation. Our work on the Travellers site has gained momentum and by working with the residents, we now have regular and drop ins and classes, as requested from a variety of services like NHS and dentistry.</p> <ol style="list-style-type: none"> 3) We publish a monthly round up of the engagement activity and the difference it has made on our website. 4) Annual self-assessment against the Housing Ombudsman's Complaint Handling Code to ensure our procedure responds to tenant issues and drives service improvements and meets the social housing regulatory standards. The process involves tenants and is reported to Customer Services Committee and Board. 5) The Your Comments Count Annual Report provides assurance regarding the delivery of our own framework, the Housing Ombudsman's Code and the RSH regulatory framework. It highlights risks and concerns and future actions. It is reported to Customer Services Committee and Board. 6) The annual STAR survey seeks customer views linked to the TSMs with a resulting action plan. It is reported to Customer Services Committee and Board and published on our website. 7) Bi-monthly reviews of complaints are analysed to highlight trends and regular issues etc. and reported to Board. Board member allocated to be Customer Complaints and Engagement Champion. 8) Assurance audits of all stage 1 complaints are undertaken monthly, and developments are fed back to managers. 9) BH Annual Investment Strategy to Audit Committee and Board 10) Customer Insight Strategy 11) HouseMark Accreditation for complaint handling in 2023 with 100% accreditation. 12) Accumulated works prog 2024-2025. 13) Housing Ombudsman complaints handling code self-assessment 2024 – published and HOS confirmed satisfied with submission. Presented to Board and BMBC. 14) New Complaints Policy 2024 15) New Lettings Policy 2024 16) Board annual activities - self assessment, appraisals, skills assessments. 17) Board Strategic Planning days – at least 2 per year. 18) DTP report – terminated co-optee role on Board to release resources 19) Committee meeting Summaries on website 20) TSM reporting to Board for approval to BMBC for final sign-off and publishing on BH website. 		
	Diversification	<p>Do Board understand the risks of diversifying?</p> <ul style="list-style-type: none"> • They must ensure that they have the required skills, information and advice to appropriately assess any move into a new business stream and manage this on an ongoing basis. • They must understand the full range of risks that diverse activity can expose them to and ensure that such activity has a clear strategic role in meeting their organisation's purpose and objectives. • They must understand the potential risks associated with the funding structures and finance of non-social housing activities and must have appropriate governance structures and ring-fencing arrangements in place to ensure that social housing assets are not put at risk by, for example, guarantees or impairment relating to non-social assets. 	<ol style="list-style-type: none"> 1) Commercial diversification is not a significant area of risk for Berneslai Homes but best practice of identifying costs, benefits and risks of undertaking more diverse activities will always be applied to any new works under consideration. 2) Contributions to Council Housing supply through Acquisitions, Newbuild and Conversions report to Board in May 2022. The responsibility for all new direct build council house activity transferred back into the Council in June 2018 having previously been delivered by Berneslai Homes. The responsibility for the delivery of the acquisition programmes passed to the BMBC Housing Growth Team in April 2020. BMBC undertook a presentation to Board in September 2023 to provide assurance of how they were managing the process. 		Strategic delivery and partnership with BMBC – Balanced

Heading	Risk	The Sector Risk Profile	Berneslai Homes Mitigations	Actions and responsible officer	Link to risk appetite (2023)
	Counterparty risk	<p>How are we mitigating the impact of:</p> <ul style="list-style-type: none"> Having contracts with a wide range of third parties – to deliver key services and value for money. Being exposed to counterparty risks and reducing the control that BH has over the quality of delivered services. Contractor Failure <p>Does Board have:</p> <ul style="list-style-type: none"> Oversight of service delivery - failure to do so risks tenants' safety and the quality of their homes, as well as damaging reputation Assurance that BH conforms to all relevant policies, standards, and law when outsourcing to third-party organisations. considered impairment implications from potential counterparty failures and ensure contingency plans are in place. assurance that concentration risk is being managed, including monitoring of counterparty robustness and consideration of protections for breaches or termination of contracts. 	<p>3) Berneslai Homes still has a significant role in managing and implementing any remedial work required to bring acquired properties up to a lettable standard.</p> <p>1) This risk is managed through effective and robust procurement processes being in place, managing contractual risks and ensuring these contracts are managed effectively. Due diligence is undertaken to ensure any potential conflicts are identified that could breach regulation, policy, legislation or cause reputational harm.</p> <p>2) Annual Procurement update to Audit Committee.</p> <p>3) Utilise public sector contracts framework as required.</p> <p>4) Barnsley Council supports larger procurement contracts for BH.</p> <p>5) Dedicated risk register for the PRIP contract. Monitored as part of the PRIP core group.</p>	<p>a) New Procurement Act in force from February 25 – review of policies and procedures to ensure compliance – Procurement Manager</p> <p>b) Corporate Assurance review of Contract management in progress - January 2025</p>	Third / Counter Party Risk - Cautious
Operational risks – existing stock and service quality	Existing stock quality	<p>How are we mitigating the impact of:</p> <ul style="list-style-type: none"> Ensuring homes maintained at a decent standard Effectively responding when issues arise can result in significant consequences for tenants., including trust and confidence from tenants and other stakeholders. Housing sector reputation being damaged due to high profile instances of extremely poor stock quality. Ensuring we have accurate, up-to-date, and complete data on the condition of their homes. Effectively using stock condition data to inform medium term investment and 30-year HRA business plan. Difficulties in recruiting specialist trades and roles. Demand for damp and mould works. Spending record amounts on repairs and maintenance. In ensuring their stock remains fit for purpose, alongside investment in stock to achieve net zero, landlords will also need to consider the resilience of their stock to the effects of climate change, including from an increased likelihood and severity of flooding and storms, greater subsidence, and overheating. Awaabs Law – final details of the legislation due 2025. <p>Does Board have:</p> <ul style="list-style-type: none"> Assurance that BH provides a repairs and maintenance service which ensures tenants' homes and communal areas meet minimum standards and that represents value for money? Assurance BH have an accurate, up-to-date, and evidenced understanding of the condition of their homes that enables the provision of good-quality homes to tenants? Robust assurance that at a minimum their stock meets the Decent Homes Standard, and that they observe the requirements in the RSH Safety and Quality Standard to hold accurate stock condition 	<p>1) The Barnsley Homes Standard is a funded priority within the 30-year HRA business plan and ensuring the Decent Homes Standard is met is one of the company's key performance indicators (KPIs) which is monitored by Board and the Council on quarterly basis. A key part of the Asset Management strategy is to have effective planning and delivery of responsive and planned major repairs to ensure investment in the stock and ensuring properties can be re let.</p> <p>2) The new Decent Homes Standard is likely to be enhanced to include compliance and fire safety and energy efficiency requirements. There are additional risks in terms of requirements and recent government recommendation i.e. 'Awaabs Law' will increase demands on the limited HRA budget. Work is ongoing with BMBC to consider holistically the demands and future requirements for the existing stock and the financial impact on the 30-year business plan.</p> <p>3) Our new Repairs and Maintenance Policy agreed in 2024 meets current statutory and regulatory requirements.</p> <p>4) The Executive Management Team have fed into the HRA medium term budget setting process for 2025-30, additional resources have been highlighted to manage increased demand from Repairs, Fire & Building Safety, Adaptations works et-al.</p> <p>5) The PRIP contract has been recently reviewed with identified recommendations, to be agreed and implemented via 4 Task and Finish Groups. These groups are KPIs, Commercial & Contract, Operational and Finance. The outcomes will be monitored by the Strategic PRIP Core Group and ALMO Assurance Group</p> <p>6) The Board receive regular performance reports relating to operational and financial business aspects.</p> <p>7) Jointed operated BH and Council Asset Management Housing Stock board created to ensure facilitation of effective oversight, planning and direction relating to the management and the use of Council Stock</p> <p>8) Our approach to damp and mould is outlined in our damp and mould policy which is of zero tolerance and a proactive approach to damp and mould issues.</p>	<p>a) Decent Homes Standard 2 due 2025 – Head of Asset Management</p>	Asset management – Cautious

Heading	Risk	The Sector Risk Profile	Berneslai Homes Mitigations	Actions and responsible officer	Link to risk appetite (2023)
		<p>information at an individual property level that is underpinned by a physical assessment.</p> <ul style="list-style-type: none"> • Understanding of the implications of Decent Homes Standard and minimum energy efficiency standard on the economic performance of assets. • Oversight of Performance via TSM reporting. • Assurance through RSH regulatory planned inspection programme. 	<p>We encourage tenants to inform us of damp and mould in their homes and the winter campaign promotes our STAR message – Spot the Signs, Try our Tips, Act fast and Report it. We encourage reporting to the contact centre and contact centre staff have been trained on the approach to damp and condensation issues.</p> <p>9) We have a dedicated website section for damp, mould & condensations with customer focussed content; https://www.berneslaihomes.co.uk/your-home/keeping-tenants-safe/damp-and-mould/</p> <p>10) We have a 5-year Sustainability Strategy and roadmap for energy decarbonisation that provides a structured approach to improving energy performance of the housing stock. Improving the environmental performance of the Council housing stock can lower carbon emissions, keep customers warm, reduce energy costs and alleviate fuel poverty. Development of a full retrofit strategy to support EPC C by 2030 and Net Zero Carbon by 2045 aligned to Councils ambition.</p> <p>11) Programme in place to attain a 100% position of stock condition surveys (SCS) and Energy Performance Certificates (EPC) by April 2025. In Jan 2025 - SCS 86% and EPC 85% collected across stock. A more comprehensive set of component information through SCS and EPCs allows for informed decision making from a housing investment perspective and enables forecasting of the future investment programmes based on robust validated datasets.</p> <p>12) All staff are identified and provided relevant training to support service delivery.</p> <p>13) RSH inspection provides the outcome of how the Landlord is delivering the consumer standards. BMBC / BH regulatory graded C1 November 2025. Any recommendations, agreed and implemented by individual service areas and monitored through annual business action plans.</p> <p>14) All relevant staff received DMC training in 2023.</p> <p>15) Damp and Mould specialist team – January 2024.</p>		
	<p>Delivering services to tenants</p>	<p>How are we mitigating the impact of:</p> <ul style="list-style-type: none"> • The Transparency, Influence, and Accountability Standard. • Being required to use relevant information and data to understand the diverse needs of tenants and assess whether housing and landlord services deliver fair and equitable outcomes for tenants. • The importance of engaging effectively and meaningfully with tenants, taking their views into account in decision-making and letting tenants know how their views have been considered. • Landlords are required to have a simple, accessible, and publicised complaints process, and to provide tenants with information about how to make a complaint. Landlords must have the systems to handle complaints effectively, learning from the insight complaints provide; failure to handle complaints effectively damages tenants’ trust and confidence in their landlord. • Needing robust data necessary to underpin a clear and accurate account of performance, particularly where this relates to the quality and condition of tenants’ homes. <p>Does Board have:</p>	<ol style="list-style-type: none"> 1) Berneslai Homes retains a strong focus on consumer regulation through its performance framework and tenant engagement and scrutiny model. This is to ensure the tenant voice is strong and the Board has strategic oversight and assurance on how the company meet its regulatory responsibilities against the consumer standards. 2) A Co-regulation Assurance report on how all consumer standards are met is produced annually for the Board and monitored by the Customer Services Committee and by tenants as part of the co-regulatory approach. Regulatory Inspection (external) rather the self-assessment for 2024. Therefore, annual self-assessment will continue in 2025. Resulting action plan. 3) The TSM survey and RP measures collected, and benchmarking undertaken. 4) We have a strong approach to customer engagement, including the Tenant Voice Panel, Tenant Scrutiny, Check and Challenge. 5) The Tenant Voice Panel meet on a regular basis to look at performance and expand their knowledge of our systems and procedures. The Tenant Scrutiny panel undertake regular scrutiny exercises, inc a recent assessment of our compliance with HO Code. 6) Board member champion for Complaints and Customer Engagement within Customer Services Committee. 7) Board member champion for Repairs and Maintenance (SID) 	<ol style="list-style-type: none"> 1) Ongoing action to increase the customer voice at Board level – Head of Governance and Strategy 2024-25. 2) Tenant engagement and Insight strategy to Board and BMBC – Feb 2025 3) Voicescape surveys in development – full roll out 2025-26, Customer Services Manager 	<p>The Customer Experience and Consumer Regulation - Averse</p>

Heading	Risk	The Sector Risk Profile	Berneslai Homes Mitigations	Actions and responsible officer	Link to risk appetite (2023)
		<ul style="list-style-type: none"> Assurance of strong governance arrangements in place to manage the delivery of services to tenants and maintain compliance with regulatory standards. Assurance that robust data and effective performance management is supporting decision making so that boards have assurance that BH is delivering effective services and that tenants are being treated with fairness and respect. A robust understanding of performance across all areas and ensure that they are receptive to the issues that tenants raise through feedback and complaints. Assurance reported performance data is accurate and in line with regulatory requirements. 	<ol style="list-style-type: none"> Board Member Champion for H&S within ARC Lots of opportunities available for Board members to engage with tenants and staff. Monthly Board newsletter containing engagement opportunities, plus annual personal development plans inc job shadowing and estate walkabouts. Two TVP reps are members of the Customer Services Committee. Journey Mapping process being embedded across BH, with associated training - Learning from customer journey. Performance reporting to committee and Board quarterly including compliance and TSM data Board and Committee information has been updated on the website to make it more transparent, inc. producing easy read summaries of key decisions for Customer Services Committee and ARC. Received a C1 from Regulator, highlighting our governance arrangements. Voicescape implemented 2024. 		
	Health and safety	<p>How are we mitigating impact of:</p> <ul style="list-style-type: none"> Taking reasonable steps to ensure the H&S of tenants in their homes and communal areas or risk catastrophic harm to tenants. Employee H&S Fire Safety / high rises / FRAs Decent Homes Standard Damp and Mould Awaab's Law – upcoming <p>Does Board have:</p> <ul style="list-style-type: none"> Adequate understanding of all legislative and regulatory requirements relating to health and safety compliance and that their organisations comply with all statutory obligations. Assurance of comprehensive and effective building safety systems and programmes in place to provide assurance that tenants remain safe in their homes. This is particularly important when services are provided by third parties such as managing agents or contractors, as ultimate responsibility remains with the landlord. Assurance that well-maintained and safe homes is underpinned by effective systems and reliable information on the condition and quality of the homes they manage. Positive assurance on the number of homes for which all specified safety checks have been carried out. Robust assurance that at a minimum their stock meets the Decent Homes Standard, including using the Housing Health and Safety Rating System to assess the severity of risks to tenants from any hazards present in their home. Knowledge of Life Critical Fire Safety (LCFS) defects and associated remediation works. 	<ol style="list-style-type: none"> The company must meet statutory responsibilities in all areas of compliance, gas safety, fire safety, electrical safety, asbestos, legionella, lift safety as well as employee safety. The Corporate Assurance programme includes audit days for landlord responsibility on compliance. The Building Safety Act introduced a new regulatory regime, overseen by the Health and Safety Executive (HSE), to enhance the fire and structural safety of new and existing residential buildings, and ensure residents have a stronger voice in the system. Additional resources were identified from the HRA to meet these requirements, including additional posts recruited for Fire Door Inspections and a Building Safety Manager. Resident Engagement Strategy that sets out how we'll work with tenants on issues of building safety for new and existing buildings. The Building Safety Compliance Scorecard is reported to each Audit Committee and Board. Building safety cases for high-rise buildings. Our buildings with communal areas have an up-to-date fire risk assessment that an independent, qualified assessor completes. We have a testing and maintenance programme for all fire safety measures at those buildings. We complete regular inspections at properties, including monthly walk around checks at our high-rise buildings. We carry out fire door inspections every year on flat doors and every three months on the corridor fire doors. We have fitted sprinklers in our high-rise blocks and independent living schemes. Implemented Cloud 365 compliance software package used in the social housing sector for the six key compliance areas. Board receives the Annual Employee Health and Safety performance report. BMBC undertake ongoing and regular audits of the management of Health and Safety within services. RAAC report to Board Dec 23. Covered at Building Safety Project Board and any concerns would be escalated accordingly. Board training with BDA – Board oversight of H&S – November 2024. 	Awaiting enactment of Awaab's Law - actions to be identified - will be undertaken during 2025 – EMT / SMT	Health and Safety – Averse
	Costs and access to skilled labour	<p>How are we mitigating the impact of:</p> <ul style="list-style-type: none"> business resilience, with reductions in free cash flow, margins, and interest cover. 	<ul style="list-style-type: none"> Financial risks are managed as part of the annual budget setting process and monthly budget monitoring. Cost and other financial pressures along with mitigating actions are highlighted in the financial monitoring reports, including to board. 	1) Evaluation of direct resources/skills to commence prior to April 25 to seek to	Financial Stability – Averse Workforce (HR, Recruitment,

Heading	Risk	The Sector Risk Profile	Berneslai Homes Mitigations	Actions and responsible officer	Link to risk appetite (2023)
		<ul style="list-style-type: none"> reliance on the availability of skilled labour to deliver programmes of major repairs and maintenance, comply with safety requirements (including building safety), and deliver key services to tenants. A tight market for such labour is driving up costs and exacerbating underlying skills shortages, and this can threaten landlords' ability to deliver these programmes and services. Changed standards from the ongoing review of the Decent Homes Standard are likely to lead to further demand for skilled labour. Costs remaining much higher than previously, even with inflation steadily falling. Procuring external auditors continues to be challenging and the cost of auditors has increased. significantly increased procurement administration and associated costs due to the new Procurement Act 2023. Decent Homes 2 is likely to be launched during 2025, so no impact currently. There will be a new Health and Safety Rating System (HHSRS), energy efficiency standard within decency which we will need to consider. Domestic Social Housing properties are not currently subject to the MEES Regulations, but this is now being considered to be introduced as part of the review. This does apply to our commercial assets we are responsible for managing though i.e. shops. <p>Does Board have:</p> <ul style="list-style-type: none"> understanding of their operating environment and how emerging and longer-term labour and skills shortages impact the delivery of organisational objectives, safety, and quality. Understanding of their cost base, stress testing plans against the impact of rising costs and establishing effective mitigation strategies to ensure that they have the necessary skills and labour to continue to deliver essential services and maintain stock decency. 	<ul style="list-style-type: none"> We work closely with BMBC through the PRIP contract, identifying inflationary and other financial risks. Within Construction Services the risk of skills shortages is mitigated by using sub-contractors where we are unable to self-deliver, and we have an agency contract in place to access agency staff for any shortages. Forecasted backlog and carry over to 25/26 submitted to board. Revised figures to be submitted mid Jan, 24/25 budget scrutinised with BMBC currently. Greater visibility of some spend areas enabling more informed decisions; the desire being to deliver a balance budget for 24/25 which, in some areas, has necessitated a postponement of some works to 25/26. Proposed budgets, including HRA, to Board and BMBC. Employment and Skills Plan 2022-25 approved by Board Market supplements are agreed for hard to recruit roles. We have a successful Apprenticeship scheme, with currently 14 craft apprenticeships and six Office Admin apprenticeships. We support and encourage all apprentices to obtain full time employment with us and we do have high retention levels. (Areed to reduce office apprentices & graduate trainees from 25/26 to achieve savings) We are hosting 5 displaced apprentices from EN:Able futures. We implemented a successful Graduate Trainee Programme; however, this has now been concluded. Berneslai Homes are currently supporting two T-Level placements across different subject areas. Three placements have completed. A T-Level is equivalent to 3 A levels and requires placements to be obtained, which are one day a week for 45 weeks totalling 315 hours. The next round of placements are scheduled to be progressed. Advertising material was updated to ensure that BH has a positive & professional brand to attract applicants. 	<p>secure relevant skills commensurate with demand. Seek to minimise reliance upon external resources where costs tend to be greater to deliver – Head of RMBS, Apr-25</p> <p>2) Increased scrutiny of costs, with cost control and cost avoidance initiatives being put in place by end Jan 25 - Head of RMBS</p> <p>3) Internal assurance audit to commence in Jan 25 to evaluate internal controls of workstreams - commencing with voids and planned works. - Head of RMBS</p> <p>4) Looking into T-Levels/Industry Placements at CS – Jan 2025 - Head of HR and OD</p> <p>5) Changing some of the traditional apprenticeships (electrical and a joiner) into multiskilled apprentices – Oct-24 – Head of HR and OD</p>	<p>training etc) – Cautious</p>
	Rent setting	Set by BMBC in line with government regulation.	<p>1) Compliance with the expectations of <i>the Policy Statement for Rents in Social Housing</i> as set out in the Rent Standard lies with the Council as Landlord.</p> <p>2) 24-25 rent increase was 7.7%.</p>		Income Risk – Averse
	Rental income and arrears	<p>How are we mitigating the impact of:</p> <ul style="list-style-type: none"> high inflation and real terms wage reductions seen in the last few years have increased financial pressure on households and could result in an increase in arrears. 	<p>1) Rental collection remains a key priority. High costs-of-living continue to impact our customers and their ability to maintain rent payments. UC managed migration roll-out began in January 2024, initially affecting customers in receipt of working tax and child tax credits. From April 2024 our working age HB customers are being migrated over to UC and we have seen unprecedented</p>		Income Risk – Averse

Heading	Risk	The Sector Risk Profile	Berneslai Homes Mitigations	Actions and responsible officer	Link to risk appetite (2023)
		<ul style="list-style-type: none"> Changes to benefits policy and the administration of benefits can have implications for landlords' rent collection. <p>Does Board have:</p> <ul style="list-style-type: none"> Assurance that rental income risks are appropriately managed and can demonstrate that they understand the implications of any potential issues, stress testing against falls in income and establishing mitigations for this. 	<p>numbers of migrated and new UC claims being made. The Income Team are continuing to have detailed conversations with customers on their financial position and make affordable payment plans, monitor compliance with these and remain aware and advise of financial support available. If the customer is experiencing multiple debt problems or the case is of a complex nature, the Income Team are making the necessary referrals to the most appropriate specialist service.</p> <ol style="list-style-type: none"> 2) New pre-tenancy affordability checks are now being conducted for new customers to improve tenancy sustainability. 3) Voicescape Caseload Manager and Collections IT suite has now been fully implemented. This digital technology uses data science and behavioural insights to identify the right people to contact and when the best time is to reach out. The risk-based approach splits cases into 3 categories, Manual, Automation and Do Nothing. This enables the team to work more pro-actively with those customers who need manual intervention, and the automation of tasks required to reach customers has seen increased effective outbound contacts producing more efficient inbound calls. 4) Monthly and quarterly performance reporting is ongoing. 5) Quarterly performance data shared with BMBC. 6) Collection and arrears performance monitoring now aligned to Housemark Sector formula. 7) Demand for homes remains high with increasing pressure as the waiting list increases and turnover reduces. 8) Berneslai Homes actively benchmarks its unit costs against peer organisations which continue to show the company is high performing and low cost. 9) Right to Buy (RTB) continues to be identified as a risk to the business plan with the high level of discounts available, activity on RTB is monitored monthly with the Council at the ALMO liaison meetings. 		
	Data and Cyber security	<p>How are we mitigating the impact of:</p> <ul style="list-style-type: none"> gathering many types of data in the course of business activities, including personal data of tenants, financial records, and organisational information. Having a duty of care to tenants and staff to protect this data against a backdrop of increasing data security risks. Delivering fair and equitable outcomes for tenants will involve collecting data to understand tenants' diverse needs, including sensitive data on protected characteristics, making the impact of any data breach more significant. Increasing risk of cyber-attacks. Remote working and increased online service delivery can make organisations more vulnerable to phishing, malware, and ransomware attacks. <p>Does Board have:</p> <ul style="list-style-type: none"> Assurance that data protection risks are managed, and that appropriate technical and organisational measures are in place to implement the data protection principles effectively and safeguard individual rights. 	<ol style="list-style-type: none"> 1) Audit Committee receive quarterly assurance on the safety and security of the IT function as part of the Data Protection update report. 2) Berneslai Homes utilise BMBC's IT network which is controlled and monitored for attack. BMBC have obtained Public Services Network (PSN) connection compliance after successfully demonstrating infrastructure is sufficiently secure to meet standard set out by the Cabinet Office. 3) Berneslai Homes pay BMBC for a dedicated 'Information, Governance & Security Incident Analyst'. They provide advice and support in areas including security measures, policy, and procurement of new systems. They support during security incidents and make recommendations to enhance security compliance. They ensure consideration is given to implementation of security enhancements made to BMBC network security for BH network security. They are also responsible for development and maintenance of an Information Security Management System. 4) Various scanning and testing is undertaken to identify vulnerabilities that may impact information security position. This includes regular security monitoring of systems held in the public part of the network. 5) 'Phishing' Campaigns are completed throughout the year. Reports produced relating to Berneslai Homes and follow-up activity is always undertaken. Training and awareness delivered in this important area. 		Data quality and data integrity and Cyber Security – Averse

Heading	Risk	The Sector Risk Profile	Berneslai Homes Mitigations	Actions and responsible officer	Link to risk appetite (2023)
		<ul style="list-style-type: none"> Consideration of the implications of collecting or processing new data and take steps to prevent personal data breaches. Understanding of the risks of processing personal data with third parties, including the need to undertake due diligence on third parties' security measures, using standardised contractual clauses where necessary, and documenting where data is located. Assurance that their IT security function is safe and secure and that security vulnerabilities are appropriately identified and mitigated. Assurance their organisations have a proactive cyber incident response plan that is fully aligned with their business continuity and recovery plans. 	<p>6) Simulated phishing software enables more targeted and more regular simulated phishing campaigns across the organisation.</p> <p>7) End user devices are secured and encrypted and logged on an asset register. Mobile devices are controlled using Mobile Device Management Software (MDM) and all laptops are purchased from BMBC so to ensure they are fully tested and secure on the network.</p> <p>8) Many systems are cloud hosted as cloud first policy is rolled out within BMBC. Housing Management system cloud hosted and SLA in place for back-up, business continuity and disaster recovery.</p> <p>9) Attendance at sector specific and Local Authority WARPs (Warning, Advice and Reporting Point) meetings. WARP's are a community-based service where members can receive and share up-to-date advice on information security threats, incidents and solutions.</p> <p>10) BC Plans cover loss of IT</p> <p>11) BMBC Contact Centre BC plan for loss of IT – 2024.</p>		
	Data integrity	<p>How are we mitigating the impact of:</p> <ul style="list-style-type: none"> fragmented data systems; reliance on manual data entry; outdated IT systems; and lack of standardised data entry. Strengthened requirements for landlords to ensure performance data is accurate, transparent and comparable are at the heart of the Transparency, Influence, and Accountability Standard, including the requirements on TSMs. <p>Does Board have:</p> <ul style="list-style-type: none"> assurance that decisions are underpinned by robust data that is appropriately managed, ensuring confidentiality, integrity, and availability. This will require adequate quality controls and robust audit trails to be in place. Assurance that stock condition survey approaches produce data that is sufficiently detailed to enable assurance against compliance with health and safety legislation, the Decent Homes Standard, and delivery of repairs, maintenance, and planned improvements to stock. 	<p>1) Repairs First launched 2024, which will further improve data integrity.</p> <p>2) Dedicated Data Protection and Records Management officers ensure GDPR, and record/ data management remains a priority. Information Asset Owners across the business and their role is to understand what information is held, what is added and removed, how information is moved and who has access and why.</p> <p>3) A significant amount of work was undertaken by a third party to cleanse and ensure accuracy of records in the area of building safety and compliance. Checks were also completed on adherence to policy, procedure and process maps.</p> <p>4) Systems have access controls including usernames, passwords and single sign-on. Groups are used to restrict access, and these are reviewed regularly. Since moving to use Office 365, licencing is now received monthly. The licencing information is reviewed each month and acts as a check point.</p> <p>5) SAP system is fully auditable and records who changed what record and when.</p> <p>6) Validation is enabled on data fields on main systems which restricts the type of input.</p> <p>7) Internal Audit report on Housing Rents each year. Further audits planned for data security which will include reviewing data integrity arrangements along with confidentiality and availability of information.</p> <p>8) Cyber Security Risk Register regularly reviewed.</p> <p>9) Annual Report to board, as part of Annual Governance Statement, covering annual performance of Information Governance. Quarterly reports to Audit and Risk Committee.</p> <p>10) The data strategy has been approved and communicated to staff.</p>	Implement data logic tool from C3 – proof of concept for 3 months then decision to extend if successful for a further 12 months - Head of Governance and Strategy – April 25	Data quality and data integrity – Averse
	Supported housing	N/A	Berneslai Homes do not provide supported housing.		N/A
Operational risks – development and sales	Low-cost home ownership and market sales	N/A	Berneslai Homes has no exposure to market sales and the management of the HRA and investment decisions on council house new build supply is the responsibility of the Council.		N/A
	Fixed Asset Sales	N/A	BMBC responsibility		N/A
	Construction process risks	Only loosely applicable as relates to construction developments and methods.	1) Ongoing operational meetings by relevant managers to discuss related risks.		Strategic Delivery and Partnership

Heading	Risk	The Sector Risk Profile	Berneslai Homes Mitigations	Actions and responsible officer	Link to risk appetite (2023)
			<p>2) The PRIP Core Group and monthly PRIP Finance Meetings review the financial and performance positions, such as supply chains, increased material costs, and labour issues.</p> <p>3) The ongoing performance and financial position is then reported to Committees and Board quarterly.</p>		with BMBC – Balanced
Finance and treasury management	Existing debt	N/A	<p>1) The Company investments are managed in line with the approved Investment Strategy following advice from BMBC our treasury management advisers.</p> <p>2) Berneslai Homes does not borrow, this is a BMBC function in the HRA/General Fund.</p> <p>3) The Annual Governance Statement (AGS) provides an overall assessment of Berneslai Homes’ governance arrangements. The AGS provides evidence of assurance to Audit and Risk Committee, the Berneslai Homes’ Board, Barnsley Council, Internal Audit and External Audit, that key controls are in place to manage financial risk and that effective controls, systems and processes are in place to govern decision-making and ensure financial control.</p> <p>4) The key sources of assurance include the Internal Audit Annual Report, External audit, and inspection findings, including the External Audit Annual Audit Letter and the Review of the Annual Governance Statement Action Plan.</p>		Financial Stability – Averse
	New debt	N/A			Financial Stability – Averse
	Alternative funding models	N/A			Financial Stability – Averse
	Pensions	<p>Employer payments towards pension provision are today a standard part of most sector employees’ overall remuneration. All schemes have membership and legal obligations.</p> <p>Boards should understand the potential for changed contribution levels and the implications of this. Where appropriate, boards should seek independent advice from relevant professionals to understand their risk exposure.</p>	<p>1) Berneslai Homes offers employees membership of a defined benefit pension scheme. Pension costs are accounted for in line with FRS102 with pension assets and liabilities included in the balance sheet. The level of employee contributions to the scheme is reviewed every three years following the triennial valuation of the Fund.</p> <p>2) Pension updates reported to Board.</p>		Financial Stability – Averse
Fraud	<p>How are we mitigating the impact of:</p> <ul style="list-style-type: none"> Illegal activities perpetrated by employees, contractors, or third-party vendors with the intent to obtain financial or material benefits unlawfully. This can include embezzlement, bribery and corruption, procurement fraud, false invoicing, money laundering and cyber fraud. Fraud schemes are becoming more sophisticated, making detection more challenging. Landlords are also vulnerable to many types of corporate fraud, including mandate fraud, supplier fraud, finance function fraud, and tenancy fraud. due to the current heightened cyber security threat climate and the sector’s adoption of more digital solutions, the risk of cyber fraud, such as phishing attacks and data breaches, is rising. <p>Boards must have:</p> <ul style="list-style-type: none"> Assurance that they have robust internal control procedures in place, and seek appropriate professional advice when fraud is identified. Understanding of their responsibilities under anti-money laundering legislation. Assurance that Anti-fraud policies are regularly reviewed and well communicated, with employees given appropriate training. Assurance that there are processes in place to enable the detection and countering of instances of tenancy and other fraud in their stock. 	<p>1) Board receives an annual report on internal controls, which includes fraud activity, including tenant and staff fraud and whistleblowing.</p> <p>2) The fraud issues and concerns register is included in each quarterly risk update to Audit Committee and Board</p> <p>3) Board approves the two-yearly review of the fraud policy documents and the Whistleblowing Policy.</p> <p>4) Internal Audit report quarterly on fraud activity and the BMBC Anti-Fraud section provide our competent advice and guidance.</p> <p>5) Board receive training related to fraud – most recently HQN delivered fraud awareness to board in January 2022, which was then rolled out to Leadership Forum in June 2022.</p> <p>6) Fraud e-learning rolled out to staff and operatives during 2023.</p>		Reputation - Averse	



Minutes of Berneslai Homes Public Board Meeting held 5th December 2024

4.00 p.m.
Gateway Plaza

Present:

Ken Taylor (KT)	-	Chair
Richard Fryer (RF)	-	Board Member
Adam Hutchinson (AH)	-	Board Member
Mark Johnson (MJ)	-	Board Member
Gez Morrall (GM)	-	Board Member
Kevin Osborne (KO)	-	Board Member
Eric Smith (ES)	-	Board Member (Co-optee)
Jo Sugden (JS)	-	Board Member
Rebecca Mather (RM)	-	Board Member
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
<p><u>Item 1 – Apologies</u></p> <p>Mahara Haque - Independent Chair of Customer Services Committee</p>	
<p><u>Item 2 – Declarations of Interest</u></p> <p>There were none declared.</p>	

<p><u>Item 3 – Customer First Video – The Difference Tenants’ Make</u></p> <p>Board received the video presentation which highlights the difference tenants’ make.</p>	
<p><u>Item 4 – Governance Update</u></p> <p>SR presented the report which addresses various governance issues. Key points were highlighted. All Board appraisals have been completed and the draft Annual Board Development Plan has been prepared for approval. Additionally, the Terms of Reference for the Repairs and Engagement Champion and Maintenance and Assets Champion have been produced for approval. An action plan has been developed following the DTP facilitated Board annual self-assessment. At the Board Strategic Planning Day it was agreed the governance structure be reviewed and a separate report has been produced.</p> <p>ST inquired about the timeline for recruitment of the trainee Councillor Board Member and was informed that this was discussed at the Remuneration Committee held on the 2nd December. The recruitment process will commence in January.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board approved the proposed annual Board Development Plan for 2025. 2. Board reviewed and commented on the Board Member Personal Development Programme. 3. Board Approved the Engagement and the Repairs, Maintenance & Assets Board Champions Terms of References. 	
<p><u>Item 5 – Governance Changes – Following Board Strategic Planning Day</u></p> <p>RT presented the report. During the Strategic Planning Day in November, it was agreed to review the Board structure with a view to streamlining. A follow up meeting took place with David Tolson Partnership (DTP) and they provided the note attached at Appendix A, including recommendations and timelines. DTP also provided Board with assurance that similar actions are being taken in other organisations. Further sessions will be arranged with DTP to look at the implementation of the remainder of their recommendations and information will be available for the next Board meeting.</p> <p>AH highlighted the impact on the diversity of the group, emphasising the importance of considering this factor in decision making. Addressing this issue should be a priority. Assurance was provided that DTP will be including this as part of succession planning</p>	

The Chair acknowledged the difficult decision regarding ES and MH, noting that it is the correct one. He emphasised the importance of the Board being effective, efficient and duplication being avoided. MJ commented that both ES and MH are co-optees, therefore the composition of Board remains unaffected.

AGa reported on the sessions already conducted with all staff on savings that need to be made, and noted as part of governance and leadership, that applying these principles at Board level is beneficial.

Resolved:

Board approved the following:-

- 1. The termination of Eric Smith Co-optee to the Board and the termination of Mahara Haque Independent Customer Services Committee Chair from the 6th of December 2024.**
- 2. The recommendation to dissolve the Remuneration Committee from 1st April 2025.**
- 3. 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 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.**
- 4. The review of all Committee work plans, scheduling of meetings, Terms of Reference, membership and a further review of reporting lines to reduce duplication.**
- 5. A review of the focus of the Chairs meeting and an update of the Terms of Reference.**
- 6. The extension of the remit of the Engagement Champion Rebecca Mather to include the Complaints Champion role.**

The Chair took the opportunity on behalf of the Board to extend gratitude to ES and MH for their diligent efforts. MH was commended for taking the Customer Services Committee forward into the community and ES was acknowledged for his progression from a Tenant Board member of the Board to pursuing a MA at Reading University.

Item 6 – BH Strategic Plan and Annual Business Action Plan and Update on Actions from the 24/25 Plan and 3 Year Vision

SR introduced the Strategic Plan, noting that it has undergone an annual review, resulting in only minor adjustments. A comprehensive review of the plan is scheduled for 2025/26.

The Board were asked to note the Draft Annual Business Action Plan which outlines key areas of focus for the upcoming year and includes budgetary information etc.

<p>The Social Housing Regulatory inspection findings were also noted.</p> <p>Appendix 3 is a new draft internal action plan for Board comment. The plan for 2025/26 was discussed and will be finalised for presentation to Board in May 2025. This replaces the 3 year vision from 25/26.</p> <p>ST inquired about plans for an all Member Briefing, noting the success of a recent session. SC concurred that this was well attended and committed to holding these sessions quarterly, each covering a different theme.</p> <p>SC also referred to the effective action plan put in place following the inspection but emphasised the need to develop a ‘golden thread,’ linking the internal plan and annual business to demonstrate how the information is interconnected.</p> <p>SR brought to the attention of the meeting the progress made on the Annual Business Action Plan for 2024/25 and 3 year vision.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board approved the light touch review of the 10-year Strategic Plan. 2. Board Approved the draft Annual Business Action Plan for the period 1st April 2025 to 31st March 2026 and delegated 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. 3. Board noted the draft internal BH Action Plan and provided comment on the key actions and milestones 4. Board noted the six month update on progress against the Annual Business Action Plan and 3 year vision. 	
<p><u>Item 7 – Disrepair Policy</u></p> <p>AGu presented the Disrepair Policy which has been produced to ensure that BH manages disrepair claims appropriately. It is a comprehensive document and aligns with all the statutory requirements. Board are requested to approve the policy, which will subsequently be subject to approval by BMBC Cabinet.</p> <p>Board expressed their appreciation of the policy, noting its relevance to the current national issues concerning the pressures on repairs and maintenance.</p> <p>AGu mentioned his recent attendance at a Disrepair Conference where it was highlighted that claims have increased significantly since 2018, exacerbated by claims harvesters. He referred Board to an insightful report ‘The Evolving Landscape of Housing Disrepair’ (on LinkedIn) produced by Rosie Willis from Mid Devon Housing which provides well researched figures on the issue.</p>	

<p>SC suggested it would be beneficial to see a detailed breakdown of total costs, including address, specific repair/associated cost, the compensation paid including any decant costs etc.</p> <p>Resolved:</p> <p>Board approved the Disrepair Policy.</p>	<p>AGu</p>
<p><u>Item 8 – Draft Council Tenancy Policy and Update to Introductory Tenancy Policy (Review Process)</u></p> <p>DF presented the report for approval which has been produced as a result of the requirements of the Localism Act and to meet the duties of the Tenancy Consumer Standard.</p> <p>The Draft Council Housing Tenancy Policy will replace the 2019-2024 Tenancy Policy when approved by BMBC. The majority of changes are minimal, however there are 2 changes of significance relating to the use of 5 year flexible tenancies and the review process for flexible tenants (details are contained within the Executive Summary of the report.) Customers have been consulted and fully support the policy.</p> <p>Board noted that the vast number of tenancies are introductory/secure tenants. There are only a very small number of flexible tenancies, and these are usually 4 bed+ properties or those significantly adapted. KO queried the use of demoted tenancies. DF advised these are used infrequently but is a tool available. When they have been used in the past it has led to the ending of tenancies, however the numbers are very small and they have not been used for several years.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board approved the Draft Tenancy Policy for implementation once approved by Barnsley Council. 2. Board gave delegated authority to the Executive Director of Customer and Estate Services to make any amendments as authorised by BMBC. 3. Board noted the timeline for BMBC approval, 4. Board noted that they will be made aware of any significant changes requested by Barnsley Council ahead of its approval by them. 5. Board noted 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 6. Board approved changing the Introductory Tenancy Policy Panel Appeal Process to a senior officer independent review process. 7. Board noted the Introductory Tenancy Policy will be updated and submitted to Barnsley Council for Approval along with the Tenancy Policy. 	

Item 9 – Regulator of Social Housing – Regulatory Judgement

DF presented the report, detailing the outcome of the inspection, summarising the process and different key stages. The Regulatory Judgement issued for BMBC was brought to the meeting’s attention, attached at Appendix A. This was discussed in detail at the Strategic Planning Day held in November.

DF referred to the collaborative working that took place between BMBC and Berneslai Homes, a good example of working together. It was felt that this teamwork had a significant impact on the outcome. AGa said the work done by SC and DF was formally recognised recently by full Council

DF reiterated the C1 grading, which means the landlord is delivering the outcomes of the Consumer Standards etc. There are no ongoing meetings planned with the Regulator to look at an action plan, however if Board were to notice any failings in meeting the Consumer Standards or material changes in performance standards, the Council would need to be notified, and this was emphasised at the close down meeting.

Board extended their thanks to the team, also advising of some special mentions they had heard in various fora.

Resolved:

- 1. Board noted that the Regulator of Social Housing issued a Regulatory Judgement for Barnsley MBC of C1 against the Consumer Standards.**
- 2. Board considered the findings and areas where further continued focus would deliver improvements to the stock and services provided to tenants.**

Item 10 – Performance Summary Q2 2024/25

RT presented and summarised the key points.

Board were asked to note that there are 9 green, 6 amber and 16 red KPIs. Additionally, 7 KPIs do not have a RAG status due to unavailable information.

Two KPIs, TSMs RPO1 and RPO2 are not reported. BH is working to obtain the necessary information that meets the definition by Q3. EMT are closely monitoring.

BH strengths were highlighted, including 100% compliance on Building safety, complaints handling, local spend, disability disclosure. However, areas of weakness include void rent loss, staff sickness, priority calls in target on DH and satisfaction measures.

The report was considered in detail at the last Customer Services Committee

<p>ST expressed concern at the void figures. AGu advised that the figures have improved since the report was produced (currently standing at 318). A Voids Task Team has been established, and collaboration is ongoing. Improvements are anticipated in the new year. The Chair requested a year end forecast be provided and emphasised the importance of managing within budgets. KO also referred to new voids coming on stream. DF confirmed this was the case but noted that numbers are at a lower level than traditionally seen. 60% of those coming in are on the death of a tenant or transitions into residential care. Many of these properties have not had DH works carried out for various reasons, necessitating additional work to get them to a lettable standard. DF highlighted measures implemented to address the situation, such as conducting more joint visits to plan in work during the notice period. However, there are more major voids, with work averaging £12K per property</p> <p>JS referred to the upward trend in staff sickness and informed Board this was discussed in detail at the recent Remuneration Committee. They felt assured with the actions being taken, including the introduction of business partners within HR. Work is ongoing and mandatory training for Leaders and Managers is being arranged for 2025.</p> <p>MJ commented that overall performance is strong in many areas, which is not the case for some others in the sector.</p> <p>SC referred to a report that had been presented to Cabinet on funding for accumulated works during 2024/25 brought forward from 2025/26 budget.</p> <p>AGu provided a summary of the current financial position and works discussed at the Asset Management Stock Board.</p> <p>Resolved:-</p> <ol style="list-style-type: none"> 1. Board considered quarter two performance. 2. Where performance targets have not been achieved, Board were satisfied with the explanations provided and there are adequate controls and actions in place. 3. Board did not identify any areas where they feel more detailed consideration is required by Customer Services Committee. 	<p>AGu</p>
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Item 11 – Tenant Satisfaction Measures – Mid Year Results and Actions

DF presented the report which provides analysis of the feedback from tenants completing the first round of the survey. This is a regulatory requirement for social landlords to gather tenant feedback in a prescribed way for 12 Tenant Satisfaction Measures. The survey will assist in setting realistic KPIs for next year. The 2nd part of the survey is out currently and to date 353 have been completed against a target of 581 which is very positive. Results will be available at the end of January,

Board noted that satisfaction has reduced to 73%. Most of the indicators are RAG rated red; however, they are better than the Housemark Median benchmark. Complaints handling has improved, helped by the increase in resources to tackle this which needs to be considered when budget setting.

Attention was drawn to Section 6 which outlines the key issues, concerns and actions regarding customer insight.

ST referred to ‘tenants not feeling safe’ and inquired if information is available, why was this the case, and what actions are being taken. DF advised that factors include perceptions related to their neighbourhood, crime, anti-social behaviour etc. Whilst people feel safe regarding building safety, there is low satisfaction concerning anti-social behaviour.

DF referred to the challenging situation resulting from disinvesting in estates and environmental works in the capital programme, such as the removal of fencing security measures due to the backlog. This limits the ability to address anti-social behaviour collaboratively. Another element is the Council’s response to the rioting at Manvers in the summer. The Council has a plan that is progressing through the approval route to tackle issues. This will be overseen by the Project Board and DF will be attending these meetings, representing Berneslai Homes.

ST mentioned the PACT meetings, suggesting it may be more productive if representatives from BH, BMBC and the Police attended and that these meetings be proactively advertised on social media etc to give the opportunity for tenants and residents to speak to the Police. DF outlined the recent ‘Anti-Social Behaviour Week’ where lots of work took place. The approach taken ensured the messages were communicated effectively and victims were also contacted. One anti-social behaviour policy will be produced for all services, with everything being reviewed to ensure it is more victim focussed. An action plan will also be produced which will include the approach to PACT and MARAC meetings.

AH referred to the declining perceptions regarding the completion of repairs and the maintenance of homes. It was anticipated that the actions already taken would have increased satisfaction. AGu advised the performance is still in the high 90’s, but it is a matter of perception. He advised that improvements are continuing, but it is taking time.

<p>SC observed that satisfaction does not correlate with actions taken on repairs. Timescales will be considered as part of the PRIP review, looking at achievable opportunities in the future and focussing on getting repairs right first time, but acknowledged this may take longer.</p> <p>Resolved:</p> <ul style="list-style-type: none"> • Board noted the TSM survey results • Board commented on the emerging issues and associated actions and noted the increased risks of delivering service improvements due to budget and resource availability • Board noted 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 present to Board ahead of submission of the annual results to the RSH. 	
<p><u>Item 12 – Quarterly Risk Update</u></p> <p>RT presented the summary report. The more detailed version was reviewed at the last Audit and Risk Committee.</p> <p>The top 5 risks were summarised. Audit and Risk Committee requested the addition of the reputational risk of social media be considered being added to the Strategic Register. This was considered by EMT who felt this addition was not necessary at the moment.</p> <p>ST inquired about the red response rating for mould, damp and condensation and whether any additional measures had been implemented for the winter. AGu advised that the red rating was due to caution being exercised in this matter. A robust process is in place for Category 1 hazards; and a Task Group has also been established. Funding has also been set aside in readiness for the enactment of Awwab’s Law. The reasons for damp, mould and condensation occurring in some homes were discussed and AGu mentioned that tenants are provided with information on how to reduce moisture in their homes.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board reviewed and commented on the risk activities for the quarter. 2. Board noted the details contained with the Strategic Risk Register and did not recommend any further risk for inclusion 3. Board reviewed and commented on the action plans being monitored as part of this report. 	
<p><u>Item 13 – Resources Reports:-</u></p> <p><u>13.1 Board Fact Sheet</u></p> <p>Board noted the fact sheet</p>	

Board Meeting 5th December 2024

Public Actions

PUBLIC AGENDA			
Item	Action	By Whom	Comments
Item 7 – Disrepair Policy	Detailed breakdown of total costs, including address, specific repair/associated cost, compensation paid including decant cost to be provided.	AGu	Backlog report has being reviewed to include highlighting the costs of work going into the financial year. Properties that require significantly high cost works will be reviewed vis option appraisal at the Asset Management Board
Item10 Performance Summary Q2 2024/25	Voids – year end forecast be provided.	AGu	Included in the Void Plan report on agenda