



**Berneslai Homes Board 30<sup>th</sup> May 2024**

**Face to Face Meeting**

**4 p.m. Level 10 Gateway Plaza**

		<b>Decision/ Approval/ Information</b>
1	Apologies	
2	Declarations of Interest	
3.	Corporate Assurance Approach	For Information
4	Customer First – Zero Carbon (Video) to be presented at meeting	For Information
5	Governance Update	For Approval
6	Board Annual Self Assessment	For Approval
7	Gender Pay Gap (Referred from Remuneration Committee)	For Approval
8	Repairs Policy	For Approval
9.	Quarterly Risk Update	For Approval
10.	BH Annual Investment Strategy	For Approval
11.	Performance Summary Year End, including progress against Strategic Plan	For Information
12	Fire and Building Safety Update	For Information
13.	Resources Information Reports:- <ul style="list-style-type: none"> <li>• Board Member Fact Sheet</li> <li>• Innovation and Technology Strategy</li> </ul>	For Information
14	Minutes/Actions from Previous meeting held 22/2/2024	For Approval
	Date of Next Meeting – 11 <sup>th</sup> July at 10 a.m.	

**Barnsley**



**Corporate Assurance Team:  
Barneslai Homes Board  
Presentation**

**May 2024**

# Corporate Assurance Team

- **Structure:**
- Team comprises 13 FTEs, implemented on 1<sup>st</sup> January 2024.
- ✓ Head of Corporate Assurance (HoCA) – Sharon Bradley
- ✓ Corporate Assurance Managers (CAMs) – **David White**, Caroline Hollins, Gillian Martin and Louise Gething
- ✓ Corporate Assurance Officers (CAOs) - 7
- ✓ Senior Corporate Assurance Officer (SCAO) – Investigations – 1

# Corporate Assurance Team

- Blended the audit, anti-fraud, risk and governance elements of the function, whilst retaining some direct specialist resources for governance and risk and anti-fraud corporate processes.
- The Head of Corporate Assurance is the designated 'Head of Internal Audit' to meet the Public Sector Internal Audit Standards and therefore has the same independence / authority.
- Corporate Assurance Managers have specific portfolios and adopt a 'business partner' approach – BUT maintain the same independent role. They have responsibility for all aspects of assurance work – a 'single point of contact' for everything to provide a more consistent and 'connected' service.
- There is one Senior Corporate Assurance Officer – Investigations to support the anti-fraud role.

# Corporate Assurance Team

- In addition to the portfolios, the CAMs also lead on the following specialist functions/ areas:-
  - **David White** – Commissioning, Contracts & Procurement, Berneslai Homes / Strategic Housing.
  - **Caroline Hollins** – Social Care, Public Sector Internal Audit Standards (PSIAS), Audit Management System (MKI), SY Pensions.
  - **Gillian Martin** – Corporate Governance and Risk Management, Sustainability and Zero Carbon, Training, Learning & Development (Service).
  - **Louise Gething** – Corporate Anti-Fraud and Corruption, Information Technology (IT), Information Governance (IG), Schools.

# Corporate Assurance Approach

- Whilst maintaining the core professional standards required in the Public Sector Internal Audit Standards (PSIAS), the Corporate Assurance approach focuses on broader and more strategic 'corporate assurance' for Management, the Audit and Risk Committee and the Board.
- The Team's mission is:
  - *To deliver a **professional, innovative, insightful and client focussed** service to **enhance and protect** the Council and external clients, that is aligned to strategic objectives, strategies and priorities. This will be achieved through an independent and objective corporate assurance, consultancy and advisory function.*

# Corporate Assurance Plan

- Provides opportunity to ensure that Corporate Assurance (CA) resources are focussed on key strategic (i.e. risks, strategies etc) and operational priority areas, to provide assurance and maximise value – whether that time is:-
  - Strategic assurance
  - Compliance work
  - Advisory / Consultancy.
- Provides a plan of work (flexible throughout the year as priorities change) to give CA and Management clarity regarding resources and scheduling.
- Required to ensure that the HoCA (HoIA) meets professional responsibilities in terms of the Public Sector Internal Audit Standards (PSIAS).
- Ensures sufficient depth and breadth of coverage across governance, risk and internal control to inform the HoCA (HoIA) annual assurance opinion.

# Corporate Assurance Plan

- When drafting an annual plan, we consider / research:
  - Risk and Concerns Register.
  - Horizon Scanning - National / Regional Updates.
  - Previous Assurance Activity.
  - Current / Future Known Change Management Programmes / Projects.
  - External Audit Reports e.g. ISA 260/ VfM opinion.
  - External reviews e.g. Peer, Inspection Bodies.
  - Annual Governance Statement.
  - Planned in-year changes in Organisational Management (re-structures), Systems, projects and programmes;
  - Key Strategies / Policies – new, reviews of existing;
  - Key collaborations / partnerships.
  - Peer reviews/ external reviews that may benefit from a “pre-inspection” review.



# Corporate Assurance Approach and Plan

- Annual plan of 133 days, with coverage across the Company and annual coverage for core financial systems, leaseholder charges, IG assurance, landlord responsibilities.
- Includes one larger corporate assurance review - Value for Money.
- Advice and support, attendance at 'Boards', input to revised policies and procedures etc.
- EMT level sponsor and regular updates through the review process.
- Flexible approach and respond as and when an issue arises.
- All work needs to conform to PSIAS and be subject to the external quality assessment once every 5 years.
- Assess the problems and failures elsewhere to improve corporate compliance and accountability and generally making 'governance' as efficient and effective as possible.

# Corporate Assurance Example – Strategy

- What is the ‘problem’ the strategy is seeking to address? What’s driving it?
- Is it articulated in a clear way, understood, clear buy-in to it and how is it woven / linked into other working practices, policies, procedures, reporting?
- How is it being communicated, so everyone understands their duties, roles and responsibilities and contribution?
- What are the core ‘ingredients’ to make it successful?
- How is progress / delivery being monitored and reported? Are action plans effective and driving progress and accountability?
- Is there a ‘board’ that oversees the strategy? How does this work? Is the strategy formally reviewed?
- What are the Critical Success Factors/ Key Performance Indicators that will say ‘job done’? How will delivery / success be sustained longer-term?
- What will drive the next strategy?

# Audit and Risk Committee

- Key is to obtain assurances about the arrangements in place to ensure effective internal control, risk management and governance.
- Corporate Assurance attend every A&R Committee meeting:
  - January - annual corporate assurance plan – SMT/Chair agree coverage in December
  - April – annual anti-fraud report
  - June – annual HoCA (HoIA) report incl. assurance opinion
  - October – six monthly anti-fraud report
  - October – corporate assurance charter
  - October – corporate assurance effectiveness report
  - All meetings - receive corporate assurance plan progress reports.
  - All meetings - monitor management’s response to their agreed management actions.
  - All meetings - consider performance of CA against professional standards, be assured of its independence, measure against agreed KPIs.

# Corporate Assurance

- The Team and approach provides for a more effective, impactful and strategic level assurance.
- The challenge for us all is to think differently in all areas of assurance, so we don't miss an opportunity to add that greater value.
- Thanks for your time today. Any questions?

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07795 305846

<b>Report Title</b>	<b>Governance Update</b>	<b>Confidential</b>	No
<b>Report Author</b>	<b>Head of Governance and Strategy</b>	<b>Report Status</b>	For Approval
<b>Report To</b>	<b>Board 30/5/202</b>	<b>Officer Contact Details</b>	<a href="mailto:samantharoebuck@berneslaihomes.co.uk">samantharoebuck@berneslaihomes.co.uk</a> <a href="mailto:clairedenson@berneslaihomes.co.uk">clairedenson@berneslaihomes.co.uk</a>

<b>1. Executive Summary</b>	<p><b>1. <u>Appointment of Tenant Board Member</u></b></p> <p>1.1 Due to a change in circumstances Eric Smith stepped down from the Board as a Tenant Board Member at the last Board Meeting.</p> <p>1.2 Following a competitive recruitment process to engage a new Tenant Board Member, Rebecca Mather’s appointment is recommended by Remuneration Committee for approval by Board on 30<sup>th</sup> May 2024. Whilst an appointment date of 30<sup>th</sup> May is intended, this may be subject to verification and ID checks, depending on whether the checks have become operational by Companies House.</p> <p><b>2. <u>Economic Crime and Corporate Transparency Act 2023</u></b></p> <p>2.1 <b>Economic Crime and Corporate Transparency Act 2023:</b> The Act introduces reforms to Companies House that affect large companies like Berneslai Homes, such as mandatory identity verification, increased filing fees, and new penalties for inaccurate information.</p> <p>2.2 <b>Verification and identity checks:</b> The Act requires all directors, company secretaries, and persons with significant control to undergo identity checks using facial recognition and a new identity database. The checks will be done by Companies House and will affect the appointment and induction of new board members.</p> <p>2.3 <b>Governance implications:</b> The Act has implications for the governance of Berneslai Homes, such as the need to update the procedure for board member recruitment, to ensure compliance with the new regulations and avoid penalties, and to provide assurance to the board on the accuracy of information filed.</p>
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	<p>2.4 At the time of writing this report, the reforms had not yet become operational by Companies House.</p> <p><b>3. <u>Decisions made by Committees and Board and associated Terms of References</u></b></p> <p>3.1 We are currently reviewing Committee and Board reports and associated delegated decisions, following the Board session with DTP. As part of this, we are working with BMBC to ensure we have full and clear oversight of any reports that also require council approval. Once we have all this information, we will be liaising with the Chairs to determine which reports go to which committee and/or Board and agree the format of the report at first and second hearing. The delegations, and proposed terms of reference, will be reported to July Board.</p> <p><b>4. <u>Customer Voice/Impact</u></b></p> <p>4.1 Customer views were sought as part of the tenant board member recruitment process. A Tenant Focus Session was held with the candidates and the feedback was taken into account as part of the shortlisting process.</p>
<p><b>2. Recommendations</b></p>	<p>It is recommended Board:</p> <ol style="list-style-type: none"> <li>I. Approve the recommendation by Remuneration Committee that Rebecca Mather be appointed as the new Tenant Board Member at Board on 30<sup>th</sup> May 2024.</li> <li>II. Note the changes regarding Companies House</li> <li>III. Approve that the ID checks and verification be carried out by the Risk and Governance Manager on behalf of Board.</li> <li>IV. Note that there will be a change in procedure for the appointment of future Board members and the procedure will be updated by the Risk and Governance Manager.</li> </ol>

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 governance as a priority. By ensuring that Board members are fully informed and curious, we are supporting the role of good governance and the delivery of the Strategic Plan.

#### 4. Current Position /Issues for Consideration

##### **Appointment of Tenant Board Member**

4.1 Due to a change in circumstances Eric Smith stepped down from the Board as a Tenant Board Member at the last Board meeting.

4.2 Following a competitive recruitment process to engage a new Tenant Board Member, Rebecca Mather's appointment is recommended by Remuneration Committee for approval by Board on 30<sup>th</sup> May 2024. Whilst an appointment date of 30<sup>th</sup> May is intended, this may be subject to verification and ID checks, depending on whether the checks have become operational by Companies House.

##### **Economic Crime and Corporate Transparency Act 2023**

4.3 The above Act came into force from 4<sup>th</sup> March 2024. These reforms will impact upon Berneslai Homes with the reforms to Companies House by giving it greater powers to ensure that information filed is accurate and can be relied upon.

4.4 The Act applies to all large companies that meet the threshold of the Companies Act 2006, that states a large company meets the two of the following: turnover of more than £36m, balance sheet total of more than £18m, or more than 250 employees. Berneslai Homes meet the threshold of a large company.

4.5 The Act also empowers companies house to cross reference and share information with other agencies.

4.6 All filing fees are increasing with effect from 1<sup>st</sup> May 2024 and from 2 May 2024 Companies House will have the power to impose a financial penalty directly ( as an alternative to criminal prosecution) on the company or officer if it is satisfied beyond reasonable doubt that a person has engaged in conduct amounting to an offence under the Companies Act 2006. Please see [link to the Act](#) for more information.

#### 4.7 Mandatory Identify Verification

a) **Verification and identity checks:** A new identity database (IDAM) will use facial recognition to carry out compulsory identity checks and verify all new and existing directors, company secretaries, PSCs, as well as anyone who files information on behalf of a company.

b) A new Non-Executive Director cannot act or be officially appointed until all the mandatory ID checks have been completed.

- c) The new IDAM system comes into force at the end of 2024 prior to that any checks will be manual through passport and other documentation.
  - d) Current Board members will also be asked for verification although this is not yet known when this will take place until we are contacted by Companies House.
  - e) It is recommended the ID checks to be carried out by the Risk and Governance, Manager on behalf of Board members.
  - f) Board members will in future be proposed to Board with verifications pending.
  - g) ID verification and disqualification checks will be carried out and will be filed at companies House by the Risk and Governance Manager and within 14 days of ID verification we will receive acceptance from Companies House (Companies House will reject filings if not completed correctly)
  - h) Upon acceptance of filing induction can then take place
- 4.8 At the time of writing this report, the reforms had not yet become operational by Companies House.
- 4.9 Further updates will be provided to Board as part of the Governance Update.

### **Decisions made by Committees and Board and associated Terms of References**

- 4.10 We are currently reviewing Committee and Board reports and associated delegated decisions, following the Board session with DTP. As part of this, we are working with BMBC to ensure we have full and clear oversight of any reports that also require council approval. Once we have all this information, we will be liaising with the Chairs to determine which reports go to which committee and/or Board and agree the format of the report at first and second hearing. The delegations, and proposed terms of reference, will be reported to July Board.

### **Governance Handbook**

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

### **5. Customer Voice/Impact**

- 5.1 This report is an update around the governance of the Board and therefore customer views have not been sought specifically for this report.
- 5.2 However, customer views were sought as part of the tenant board member recruitment process. A Tenant Focus Session was held with the candidates and the feedback was taken into account as part of the shortlisting process.

### **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

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

- Governance and Financial Viability Standard - Good Governance ensures the organisation always act in the best interests of the business. This ensures improvement of performance, unlocks new opportunities, and reduces risk.

## 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 The recruitment of new Board members provides an opportunity to further diversify the Board. A priority within the Code is Equality, Diversity, and Inclusion performance.

13. Sustainability Implications

13.1 No specific zero carbon implications from this report

14. Associated Background Papers

14.2 [Governance Handbook](#)

15. Appendices

N/A

<b>Report Title</b>	<b>Board Self-Evaluation (facilitated by DTP)</b>	<b>Confidential</b>	No
<b>Report Author</b>	<b>Board Chair</b>	<b>Report Status</b>	For Approval
<b>Report To</b>	<b>Board 30/5/2024</b>	<b>Officer Contact Details</b>	<a href="mailto:samantharoebuck@berneslaihomes.co.uk">samantharoebuck@berneslaihomes.co.uk</a> <a href="mailto:clairedenson@berneslaihomes.co.uk">clairedenson@berneslaihomes.co.uk</a>

<b>1. Executive Summary</b>	<p>1.1 To discuss the outcome from the 3-yearly facilitated Board self-evaluation by DTP, and approve the proposed actions contained in the report. (<b>Appendix A</b>)</p> <p>1.2 The outcome of the evaluation is positive, with responses reflecting the consensus that board members recognise the improvements that have been made and are ongoing.</p> <p>1.3 Board members responded positively to the way they work together within the governance framework, such as: the size of the board allowing diverse perspectives; feeling included and valued; their range of skills; their involvement in the organisation's culture and values, including their increased focus on Customer First; good working relationships with the executive team and with each other; good concise and focused reports reflecting the values of the organisation; balanced and constructive challenge and a no surprise approach, which guides decision making. Overall, these demonstrate maturity as a board, with an ongoing willingness to develop and progress.</p> <p>1.4 It is also positive that the review has identified further areas for development, which have been listed in the <b>Action Plan at section 4.5</b>. There were no outstanding actions from the previous annual assessment action plan.</p>
<b>2. Recommendation/s</b>	<p>Board are requested to:</p> <ol style="list-style-type: none"> <li>I. Discuss and approve the evaluation of the board self-assessment.</li> <li>II. Approve the action plan to strengthen the board governance arrangements</li> <li>III. As part of this report, identify any further areas where the Governance team can support Board members to further develop and embed our governance arrangements.</li> </ol>

### 3. Background

- 3.1 This annual formal board appraisal process is considered best practice and is also a requirement of the NHF Code of Governance.
- 3.2 Board self-evaluations are a valuable tool to strengthen corporate governance, enabling board to measure how they are performing against their own governance objectives.
- 3.3 In conjunction with individual board member appraisals and ongoing feedback from board members, the self-evaluations feed into the annual and ongoing board development plan.
- 3.4 Annually, Board members are asked to individually complete the board self-evaluation checklist with the results being reported to Board, including an annual action plan. However, 3-yearly, this process will be externally facilitated, which was the process undertaken for this self-assessment, by DTP.

### 4. Current Position /Issues for Consideration

- 4.1 The outcome of the evaluation is positive, with responses reflecting the consensus that board members recognise the improvements that have been made, and are ongoing.
- 4.2 Board members responded positively to the way they work together within the governance framework, such as: the size of the board allowing diverse perspectives; feeling included and valued; their range of skills; their involvement in the organisation's culture and values, including their increased focus on Customer First; good working relationships with the executive team and with each other; good concise and focused reports reflecting the values of the organisation; balanced and constructive challenge and a no surprise approach, which guides decision making. Overall, these demonstrate maturity as a board, with an ongoing willingness to develop and progress.
- 4.3 It is also positive that the review has identified further areas for development, which have been listed in the Action Plan at section 4.5. There were no outstanding actions from the previous annual assessment action plan.
- 4.4 Working in partnership with the Governance Team, Board is asked as part of this report what the Team can do to support Board members in the ongoing development of the governance arrangements.

## 4.5 Action plan 2024

Areas for further attention	Action	Who and When
<p>Future recruitment to consider:</p> <ul style="list-style-type: none"> <li>• Social housing regulation</li> <li>• ICT/digitalisation</li> <li>• Equality, diversity and inclusion.</li> <li>• Ensuring that the board retains specialist knowledge of ALMO status amongst the membership (as tenure changes occur).</li> </ul> <p>It was also noted that asset management / compliance is an ongoing requirement for all boards.</p>	<p>Skills Matrix to be reviewed</p>	<p>Review had already been agreed and planned in for May 2024 (remuneration Committee action) – Head of Governance and Strategy</p>
<p>The board learning and development plan requires an annual refresh in relation to EDI matters.</p>	<p>Leading on EDI session planned in for 2024. Then to review annually what development is required.</p>	<p>2024 (date to be agreed) – Head of HR and OD</p>
<p>There is a general appetite for more face to face engagement to focus on strategic thinking and team building.</p>	<p>All board meetings are now face to face. Committee meetings have been reviewed and are now a mix of face to face and virtual. There are 2 Board/EMT away days in 2024, which are both face to face. Attendance at tenant and staff events is encouraged.</p>	<p>Ongoing</p>
<p>Board and committee members could do more to raise questions of clarification before meetings to allow for executives to respond and ensure the business of the meetings is then focused on discussion and debate.</p>	<p>A reminder as part of this report to board members to do this.</p>	<p>Ongoing</p>
<p>It was agreed that there is a need to review the delegations and associated reporting to board and committees to avoid duplicate papers and allow for board to pick up the threads between different activities within the governance structure.</p>	<p>Terms of Reference and board decisions discussed at EMT</p>	<p>To be approved by Board - Head of Governance and Strategy</p>

## 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. The action plan, however, does identify ways to enhance the customer voice at Board level.

## 6. Risk and Risk Appetite

6.1 There is a risk that the Board do not appreciate Berneslai Homes' key vulnerabilities and take appropriate action to manage them. The annual review of board performance, and the assurance provided within this this annual report, ensures that effective mechanisms are in place for the management of associated risks.

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

- the Strategic risk register review
- 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 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 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

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

- Governance and Financial Viability Standard - Good Governance ensures the organisation always act in the best interests of the business. This ensures improvement of performance, unlocks new opportunities, and reduces risk.

## 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 The continued embedding of governance arrangements will result in ongoing related communications and training for all staff.

12.2 A key priority for the company and for the Board is Equality, Diversity, and Inclusion performance. This is monitored as part of the self-evaluation.

13. Sustainability Implications

13.1 No specific zero carbon implications from this report.

14. Associated Background Papers

14.1 N/A

15. Appendices

15.1 Appendix A – DTP Board Effectiveness evaluation

**Berneslai Homes**

**Review of collective board effectiveness**

**Introduction**

On 22 February 2024, Angela Lomax of DTP facilitated a session with the board for collective reflection on effectiveness. This is one of the requirements of the chosen code of governance and is good governance practice. The outcomes from the discussion are set out below alongside a summary of agreed areas for further improvement.

<b>Question</b>	<b>Summary feedback / Opinion on assurance and compliance</b>	<b>Areas for further attention</b>
Is the board of Berneslai Homes the right size?	The general consensus is that the size of the board is appropriate – big enough to reflect diverse perspectives but not too big to stymie input from all members. The constitutional components of the board work well but are kept under review – to avoid risk of falling into separate “group” thinking.	
Do members bring the skills, experience, competency and diversity of background and thinking which is relevant to the business of the organisation?	Members bring sector and local knowledge / lived experience and use this appropriately. All members feel that they have the space in meetings to contribute effectively to Berneslai Home’s business. Members respect each other’s input. Berneslai has used co-option to enhance skills and this has been used to bring through potential new members to the board.	Future recruitment to consider: <ul style="list-style-type: none"> <li>• Social housing regulation</li> <li>• ICT/digitalisation</li> <li>• Equality, diversity and inclusion.</li> <li>• Ensuring that the board retains specialist knowledge of ALMO status amongst the membership (as tenure changes occur).</li> </ul> It was also noted that asset management / compliance is an ongoing requirement for all boards.
You have recently been exploring the culture of the organisation – how well does the way the board operates reflect your aspirations for the culture of the organisation (and its values)?	The culture of the organisation as a whole is improving. The office refurbishment contributed to this and the greater clarity in leadership direction. Members value the board away days as opportunities to reflect on culture and approach.	



Question	Summary feedback / Opinion on assurance and compliance	Areas for further attention
	<p>All members agreed that there is a strong focus on organisational values in decision making – with a customer first approach.</p> <p>The board is visible to colleagues and tenants. For example, the customer committee meetings are held in community settings – and drive local awareness.</p>	
<p>Does the board actively engage in leading the approach to equality, diversity and inclusion at Berneslai? Are there any areas for the board to reflect on itself in this respect?</p>	<p>There is a clear focus on the strategy.</p>	<p>The board learning and development plan requires an annual refresh in relation to EDI matters.</p>
<p>Is the behaviour and conduct of the board appropriate?</p>	<p>All members have an equal voice around the board and committee tables – there is a culture of openness and respect which guides the conduct of meetings effectively. Members identified themselves as being “curious” and engaged. There is clear enthusiasm for the organisation and its activities.</p>	
<p>What are relationships like between board members? And between board members and the executive team?</p>	<p>There are good working relationships in place between members and between members and the executive team. There is a cohesive, collaborative way of working together – with clarity of the respective roles. There is mutual trust and respect, clarity on accountabilities and openness and responsiveness to questions and queries.</p> <p>The board is clear about its key priorities and what it needs to know (sometimes requiring a deep dive to gain more knowledge) in order to govern strategically. Members noted the recent investment programme discussion as a good example of this – demonstrating maturity as a board and the ability to listen and challenge each other.</p>	<p>There is a general appetite for more face to face engagement to focus on strategic thinking and team building.</p>

Question	Summary feedback / Opinion on assurance and compliance	Areas for further attention
	It was noted that there is a great deal of trust because of the culture of being open and honest with each other.	
Does the documentation supporting governance, for example, delegations, terms of reference, standing orders etc. support the board in delivering its responsibilities effectively?	Members agreed that the values of the organisation are reflected in the reports and minutes and drive the business plan and use of resources. An example of the recent investment plan which addressed a backlog in repairs was cited as being clearly driven by the organisational values.	Board and committee members could do more to raise questions of clarification before meetings to allow for executives to respond and ensure the business of the meetings is then focused on discussion and debate.
What is your view of the quality and content of the agendas, papers and minutes you receive within meetings?	Much improved – concise and focused papers. A little more to do to tailor papers which have been seen at committee before coming to board to ensure that documentation is not duplicated.	
Are committee and board meetings scheduled appropriately to add value to the governance process?	There is a good balance in the format of meetings (board meetings are face to face and committee meetings are a mixture of face to face or virtual depending on the agenda). This allows for the right level of focus.	
How well do you think the board operates when making decisions? Is there any learning from difficult or contentious issues you have had to deal with?	No recent examples, but all members noted a no surprises approach to communications between non-executive and with the executive. This guides decision making and communications. The approach is not too comfortable – members noted constructive challenge balanced with support and no defensiveness from the executive. Executive also noted that they are able to push back if the board are getting too much into the managerial detail.	
What is your view on communications between the board and committees and between members?	There is a little more to do to ensure intra-governance communications add value to the board’s holistic oversight.	It was agreed that there is a need to review the delegations and associated reporting to board and committees to avoid duplicate papers and allow for board to pick up the threads between

Question	Summary feedback / Opinion on assurance and compliance	Areas for further attention
		different activities within the governance structure.
Does the board actively engage in its own training and development?	There is sound training and development programme to support members skills and knowledge. Newer members commented on a comprehensive induction programme which supported their understanding of the role and the organisation.	
How well does the appraisal process support your needs and those of the board overall?	Works appropriately – a good opportunity to reflect on individual contribution and the collective board as a whole.	
Are there any areas where you would like to see continuous improvement in governance at Berneslai Homes?	No specific areas cited.	

**Angela Lomax**  
**Director, DTP**



Creating great homes and communities  
with the people of Barnsley

<b>Report Title</b>	<b>Gender Pay Gap</b>	<b>Confidential</b>	No
<b>Report Author</b>	<b>Carla Wragg, Head of HR, OD &amp; Communications</b>	<b>Report Status</b>	For Approval
<b>Report To</b>	<b>Board 30/5/2024</b>	<b>Officer Contact Details</b>	carlawragg@berneslaihomes.co.uk

<b>1. Executive Summary</b>	<p>The attached Gender Pay Gap report and action plan were presented to Remuneration Committee on 19th March 2024.</p> <p>The key points were that the mean and median pay gaps have significantly reduced in the seven years that the reports have been produced. The action plan is categorised into three main areas – creating a better gender balance, improving recruitment and selection and encouraging a better work life balance.</p> <p>Members of the Remuneration Committee provided positive feedback on the report and were pleased that the gender pay gap had reduced. They supported the action plan and asked if we were considering undertaking any ethnicity pay gap reporting. It was confirmed that this was in the Equalities, Diversity and Inclusion plan for 2024/5.</p>
<b>2. Recommendation</b>	Board approves the report.

<b>Report Title</b>	Gender Pay Report 2023	<b>Confidential</b>	No
<b>Report Author</b>	Nicola Scott, Human Resources Manager	<b>Report Status</b>	For Information
<b>Report To</b>	<b>Remuneration Committee</b> <b>19/3/24</b>	<b>Officer Contact Details</b>	Nicola Scott HR Manager <a href="mailto:nicolascott@berneslaihomes.co.uk">nicolascott@berneslaihomes.co.uk</a>

<b>1. Executive Summary</b>	<p>1.1 The purpose of this report is to inform the Remuneration Committee of the outcome of the statutory Gender Pay Gap analysis.</p> <p>1.2 At the snapshot date of 5th April 2023, 56% of our workforce were male and 44% female.</p> <p>1.3 Our Gender Pay Gap has reduced compared to 12 months prior with women’s earnings now being lower by 0.03% (median) and 1.85% (mean).</p> <p>1.4 At Berneslai, the median gender pay gap is 5.95% which means that women earn 94p for every £1 that men earn when comparing the median hourly rate. This is better than the national average median pay for all employees which was 14.3% less for women than for men in April 2023.</p> <p>1.5 42% of employees received bonus pay, of which: 92.5% were male and 7.5% were female. This is due to the majority of bonus payments being linked to Construction Services Operatives who receive a performance allowance, the majority of whom are male.</p> <p>1.6 There has been a 1% reduction in the median from 73% to 72%. However, there was a rise in the mean from 37% to 47%. This is because the majority of females received a bonus payment that was linked to an award which would be lower than those receiving a performance allowance.</p>
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<p><b>1. Executive Summary (Cont'd)</b></p>	<p>1.7 We are aware of the potential causes of the gender pay gap, and we will continue to address the gender imbalance by having positive action initiatives in place as detailed within the action plan at Appendix A. These can be summarised as a commitment to:</p> <ul style="list-style-type: none"> <li>• Create a better gender balance.</li> <li>• Improve recruitment and selection.</li> <li>• Encouraging a better Worklife Balance.</li> </ul>
<p><b>2. Recommendation/s</b></p>	<p>It is recommended that the Remuneration Committee:</p> <p>2.1 Acknowledge the Gender Pay Gap figures for 2023 and support our commitments contained within Section 13 and related actions at Appendix A.</p> <p>2.2 Remuneration Committee recommend the report for approval by Board.</p>

3. Background

- 3.1. As an employer employing over 250 people, we are required to publish details of our gender pay gap. This is a government requirement under the Equality Act 2010 (Gender Pay Information) Regulations 2017.
- 3.2. The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings, e.g. women earn 15% less than men.
- 3.3. The gender pay gap is not about equal pay for men and women doing the same job and we are confident that the systems we have in place ensure that men and women doing the same job receive equal pay.
- 3.4. When calculating the difference in average earnings, the gender pay gap takes into account all jobs, at all levels and all salaries within the company. The roles that women fill can result from many different factors such as historic trends of one gender dominating certain positions.
- 3.5. For gender pay we are required to report on the following:
- Mean gender pay gap.
  - Median gender pay gap.
  - Mean bonus gender pay gap.
  - Median bonus gender pay gap.
  - Proportion of males receiving a bonus payment.
  - Proportion of females receiving a bonus payment.
  - Proportion of males and females in each quartile pay band.
- 3.6. We are required to publish the above information on the Government website on an annual basis. This year's deadline is 4th April 2024.

- 3.7. The gender pay calculations are based on figures drawn from a specific date each year. 5th April 2023 is the snapshot date for Berneslai Homes who, for the purposes of gender pay reporting, are classed as a private sector organisation due to being a separate legal entity from the local authority.
- 3.8. It is important that we review the causes of our gender pay gap and address with relevant changes to policy. Without reviewing this, we risk our gender pay gap increasing further and becoming less attractive as an employer to potential employees.
- 3.9. According to research conducted by the Government Equalities Office (GEO), 92% of 1,000 people surveyed would review a company's gender pay gap if deciding between two employers.

#### 4. Current Position /Issues for Consideration

- 4.1 The required gender pay calculations for Berneslai Homes have been undertaken for 2023.
- 4.2 The median shows a pay gap of 5.95% with males receiving £15.62 and females £14.69 per hour. This has decreased from a figure of 6% in 2022.
- 4.3 When looking at the mean, the percentage difference in the hourly rate of pay is 2.34%, with males receiving an average of £16.70 and females £16.31. This has decreased from a figure of 4.2% in 2022.
- 4.4 As in previous years, the analysis has identified gender occupational segregation in the following areas:
  - Predominantly male construction craft workforce.
  - Predominantly female admin workforce.
  - Predominantly female scheme managers.
- 4.5 Gender pay also looks at bonus payments over a 12-month period. 212 employees received a bonus payment with 92% of these being male. The reason for this is that most bonus payments are due to Construction Services Craft Operatives receiving a performance allowance. The majority of which are male.
- 4.6 The median bonus pay gap is 72% down from 73% the previous year. The reason for the large pay gap is that the bonus payments received by women, not in a trade role, only relate to minor awards, i.e., attendance and does not relate to incentives and extra duty payments.
- 4.7 Data collected has also been broken down into four quartiles:
  - Upper Quartile.
  - Upper Middle Quartile.
  - Lower Middle Quartile.
  - Lower Quartile.

4.8 The gender pay gap within the above quartiles is as follows:

	Male		Female	
	2022	2023	2022	2023
<b>Upper</b>	58%	63%	42%	37%
<b>Upper Middle</b>	68%	60%	32%	40%
<b>Lower Middle</b>	76%	75%	24%	25%
<b>Lower</b>	30%	30%	70%	70%

4.9 Overall, the 2023 figures show that there has been:

- An increase of males in the upper quartile.
- An increase of females in the upper middle quartile.
- An increase of females in the lower middle quartile.
- Lower quartile configuration remains unchanged.

4.10 We have undertaken a benchmarking exercise with other ALMOs/Housing Associations. The data below is from each organisation's 2022 Gender Pay Report, as their 2023 data has not yet been included on the Government's website.

Organisation	Employer Size	% Difference (Mean)	% Difference (Median)
<b>Berneslai Homes Ltd</b>	500 to 999	4.2	5.9
<b>Nottingham Community Housing Association 2014 Ltd</b>	1000 to 4999	13.3	19.6
<b>Sanctuary Housing Association</b>	1000 to 4999	18	15.8
<b>St Leger Homes of Doncaster Limited</b>	500 to 999	6.1	4.4
<b>Wakefield And District Housing Limited</b>	1000 to 4999	11	13.5

4.11 Although it is not a direct comparison due to the varied composition of each organisation, it is evident from this assessment that our gender pay gap is comparative to other ALMOs and Housing Associations of a similar size and we perform better than some larger organisations.

## 5 Customer Voice/Impact

5.1 Customer views have not been sought for this report due to this being related to employees of Berneslai Homes.



## 6 Risk and Risk Appetite

- 6.1 Financial - Being aware of the reasons for the gender pay gap and putting in place an action plan to address the pay gap, reduces the risk of successful equal pay claims being made against the company.
- 6.2 Regulation and compliance – It is a legal requirement that we publish the gender pay figures. Failing to do so within one year of the snapshot date would be considered unlawful. The Equality and Human Rights Commission have the power to enforce any failure to comply with the regulations.
- 6.3 Operations – Having transparent processes in place to inform employees of the gender pay gap and the reasons for it and ensuring that these are communicated in a way that is understood by all, will reduce the risk of a demotivated workforce.
- 6.4 Reputational – The company would run a reputational risk if we failed to publish the information. Suspicion would be increased as to why we had failed to publish our gender pay gap which could have a negative impact.
- 6.5 Change – Failing to make changes to address the gender pay gap could have adverse effects in terms of recruiting and retaining employees, the company's reputation, the motivation and engagement of staff.

## 7 Strategic Alignment

- 7.1 As this is a statutory requirement, BMBC are also required to publish their Gender Pay Gap. We will share our results with BMBC.
- 7.2 This report links to the Employment and Training Strategic Ambition, in terms of ensuring that we demonstrate a commitment to improving our Gender Pay Gap and addressing any imbalances, to ensure that we continue to attract, recruit and retain employees.

## 8 Data Privacy

- 8.1 There are no data protection implications arising directly from this report.

## 9 Consumer Regulatory Standards

- 9.1 There are no Consumer Regulatory Standards related to this report.

## 10 Other Statutory/Regulatory Compliance

- 10.1 As an employer employing over 250 people, we are required to publish details of our gender pay gap. This is a government requirement under the Equality Act 2010 (Gender Pay Information) Regulations 2017.

## 11 Financial

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

## 12 Human Resources and Equality, Diversity and Inclusion

- 12.1 We are committed to achieving equality of opportunity in employment. All our employees are recruited on their ability to do the work required, regardless of age, gender, gender identity, race, colour, national or ethnic origin, disability, sexual orientation, religion or belief, marital or family status, socio economic status, or any other reason which might cause a person to be treated unfairly.
- 12.2 Continuing to undertake a detailed analysis of gender pay will enable the company to identify and further address any areas of concern.
- 12.3 The company will ensure that an effective communication plan is implemented, and employees are fully aware of why the exercise has been undertaken, the headline results and proposed actions.

## 13. Sustainability Implications

- 13.1 There are no sustainability implications arising from this report.

## 14 Proposal

- 14.1 Detailed below are our proposed commitments to improve our Gender Pay Gap which have been categorised into three key areas. Full details of the commitments and actions within each category can be found within the Action Plan at Appendix 1.

### **Creating a Better Gender Balance**

*A commitment to analyse and address gender imbalance within sectors of the organisation through promotion of our diversity schemes, increased involvement within schools and communities and encouraging job shadowing in the construction environment.*

### **Improving Recruitment and Selection**

*A commitment to ensure our recruitment processes are fair and transparent, including preventing unconscious bias through training and ensuring recruitment advertisements openly welcome diverse applicants through promotion of our key values and benefits.*

### **Encouraging a Better Work-life Balance**

*A commitment to developing a flexible, agile working culture where work-life balance is celebrated as a key benefit of working with us. We will continually encourage flexible working across the organisation regardless of job role or seniority and ensuring managers and staff are trained effectively on new ways of working.*

## 15. Associated Background Papers

- 15.1 There are no associated background papers related to this report

16. Appendices

16.1 Appendix 1 – Gender Pay Action Plan.

16.2 Appendix 2 - Gender Pay 2023 Infographic.

17. Glossary

17.1 None



# Gender Pay Commitments and Action Plan

## Creating Better Gender Balance

### **We are committed to:**

Addressing the gender imbalance in the following areas:

- Construction Services – predominantly male construction craft workforce
- Administration and Scheme Managers – predominantly female workforce

### **What we have done?**

- ✓ We have a staff member on the board of Women in Social Housing network (WISH) Yorkshire group. We attended WISH Gender Pay Gap event to discover how our peers are tackling the gender pay gap.
- ✓ We have attended Ambition Barnsley and Careers Cafes where Trade employees have attended to offer advice and interactive demonstrations. Feedback from such events has been extremely positive and has led to individual placements being organised.
- ✓ We have signed up to support Harry's Pledge which is a national campaign designed to support, recognise and champion carers. An internal summit group has been launched to work with tenants on specific actions around four key areas: people, training, homes that we build and work spaces.

## What are we working on now?

- ✓ We continue to promote the use of WISH resources, events and training. We also attend regional and national housing forums and events relating to supporting women in housing.
- ✓ We will continue to offer work experience and placement opportunities to students throughout the organisation and will encourage trade placements wherever possible targeting female students to the construction placements. To date there have been the following placements:

### **T level placements- 9 successful placements:**

- 1 Construction services
- 1 CS business support,
- 1 OD
- 1 HR
- 2 Comms
- 1 Repairs and Maintenance
- 1 Community Buildings
- 2 Neighbourhood Services.

### **Work Experience placements (school and college) - 7 successful placements:**

- 5 Construction Services
- 2 Corporate Services

### **Displaced apprentices – 8 successfully placed withing Construction Services through Efficiency North.**

- ✓ We will continue to regularly carry out school engagement at career cafes and we support Ambition Barnsley to promote our job opportunities. Our operatives get involved, attend the events, and offer interactive demonstrations. Our women employed within trades and apprentices are on hand to talk to students about their employment experiences within the construction industry.
- ✓ We continue our membership of the Women's Trade Network (a consortium of organisations working to promote gender equality in trade roles through access to training and employment opportunities) and pledged to facilitate entry into the industry for women, providing jobs and ongoing support to those who otherwise would not consider it as an option.
- ✓ We take part in regular events through Talent United (Barnsley College's employer engagement initiative), which aims to bridge the gap between education and employment. We will continue to target women in construction through these events.

- ✓ Guidance and support are offered for females and males across the company who are affected by the menopause. We have a dedicated 'women's health' EDI champion available to offer support and guidance. We also offer walk and talk sessions to people affected by the menopause. Research has found that females may leave a company due to losing their confidence and feeling unable to cope with the demands of the job. Within Berneslai Homes, we currently have 120 females between the ages of 40 and 60, the most common but not the only age range when symptoms of menopause occur. (Wellbeing of Women survey conducted in 2016 found that a quarter of women going through the menopause had considered leaving their jobs altogether due to the menopause).

### **What we will be working on?**

- ✓ Continue to promote the use of WISH resources, events, and training. Also continue to attend regional and national housing forums and events relating to supporting women in housing.
- ✓ Continue our membership of the Women's Trade
- ✓ Continue to promote job shadowing to existing staff and encourage females into the construction environment.
- ✓ Continue to work with Barnsley College on the repurposing of derelict buildings purchased by BMBC. This project is for apprentices and placements to conduct the work to ensure they learn the relevant skills needed.
- ✓ Continue to promote the support we offer to women in the workforce.
- ✓ Continue to attend recruitment events across the borough aimed at encouraging job-seekers to gain employment.
- ✓ Encourage males in admin roles and women in trade roles to attend events to attain a balanced gender representation.
- ✓ Share internal success stories such as how females have developed and progressed throughout the organisation.

## Recruitment and Selection

### We are committed to:

- Ensuring that recruitment and selection is inclusive for all.
- Encouraging applications from a diverse group.
- Ensuring any barriers are removed.
- Ensuring all recruiting managers have information and training around recruitment and selection processes.

### What we have done?

- ✓ We ensure that our job advertisements are not gender biased and openly state if the role is open to flexibility.
- ✓ We encourage and promote agile working within recruitment adverts and on the recruitment site.
- ✓ We ensure that our interview panels are diverse to counteract any unconscious bias.
- ✓ We have increased the use of skill-based interviews and assessments rather than traditional interviews.
- ✓ Promoted the company's benefits more effectively when advertising vacancies.
- ✓ Encouraged managers to utilise e-recruitment for development opportunities including job shadowing and secondments to ensure a fair and transparent process.
- ✓ We have developed our website to include testimonials from a variety of areas of the organisation and to promote our flexible/agile working culture.
- ✓ We have held a leadership development session on Inclusive Recruitment delivered by our EDI Assessor.
- ✓ We hosted four recruitment events throughout 2023 to positively promote our vacancies.

**What are we working on now?**

- Undertaking a detailed analysis of the benefits survey to ensure we target specific benefits for each position.
- Developing a bespoke in-house recruitment and selection training course incorporating recruitment site demos.

**What we will be working on?**

- ✓ Further developing our recruitment site.
- ✓ Reviewing and identifying an external advertising provider.
- ✓ Undertake a further recruitment event to showcase the company and to promote the types of roles we employ.

**Encouraging a Better Work life Balance**

**We are committed to:**

- Ensuring our employees can balance both their work and home demands.

**What we have done?**

- ✓ Reviewed flexi-scheme to ensure greater flexibility to assist employees with caring responsibilities (Smart Working).
- ✓ Developed agile working guidance for employees.
- ✓ Training package developed and delivered to leaders to support them in managing in an agile way.



**What are we working on now?**

- ✓ Further developing our agile working culture.
- ✓ Review of the flexible working policies in line with changes to Employment Legislation

**What we will be working on?**

- ✓ Working with Construction Services to identify how better flexible working can be achieved across trade roles.
- ✓ Looking at options around different shift patterns including seasonal changes.



# Gender Pay Gap 2023

We are better than the national average which is 14.3%.

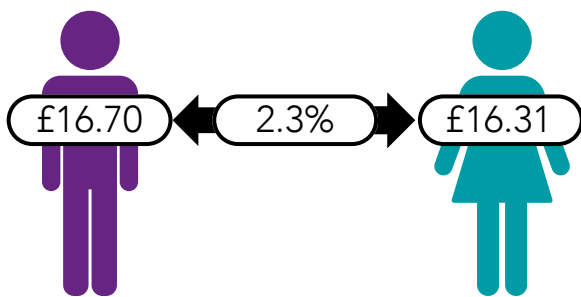
At Berneslai Homes, we're dedicated to making sure there is equal and fair treatment for all employees, regardless of gender.

We recognise the factors contributing to our Gender Pay Gap, especially concerning the limited presence of women in craft operative roles within Construction Services where bonus payments can be earned.

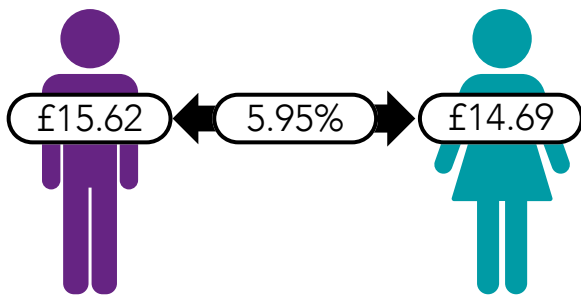
Acknowledging the underrepresentation of women in Construction Services, we're committed to implementing positive actions to address gender imbalance.

Reducing the Gender Pay Gap is a gradual process, and we'll continue to use new, innovative approaches and initiatives over the coming years to further reduce this gap.

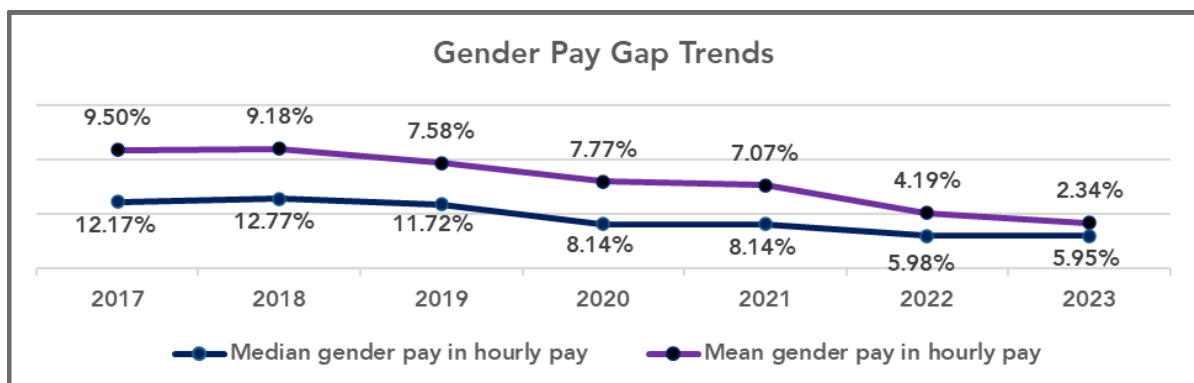
Our dedication to inclusivity, fairness, and flexibility underscores our commitment to our employees and fosters a supportive work environment.



Mean is the average hourly rate of pay and the percentage difference between males and females.



Median is the middle hourly rate of pay and the percentage difference between males and females. At Berneslai, women earn 94p for every £1 that men earn when comparing the median hourly rate.

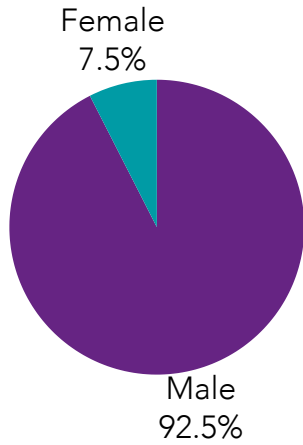


# Bonus Pay

42.23% of our employees received bonus pay, of which:

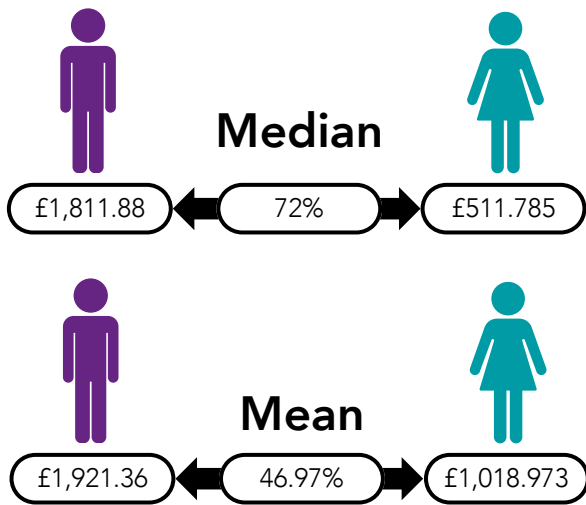
Bonus pay includes

- extra duty payment
- attendance awards
- long service awards
- mentor and apprentice awards



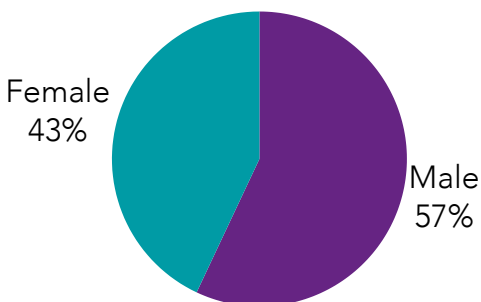
The majority of employees who received bonus pay were male.

This is because the majority of bonus payments are linked to Construction Services Operatives receiving a performance allowance – the majority of which are male.

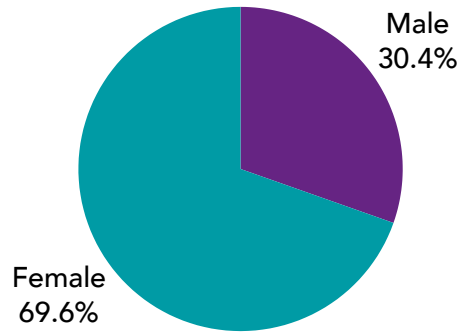


# Total workforce

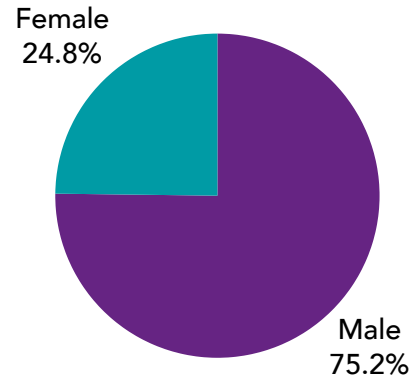
As of the snapshot date of 5 April 2023, 293 (57%) of our workforce were male and 215 (43%) female.



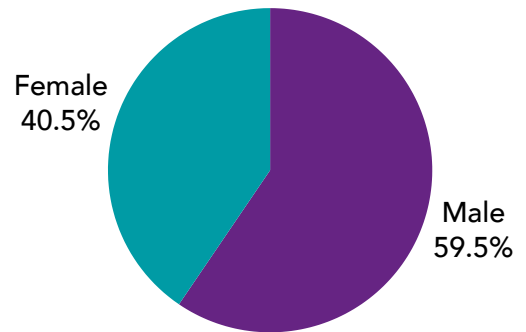
## Lower Pay Quartile



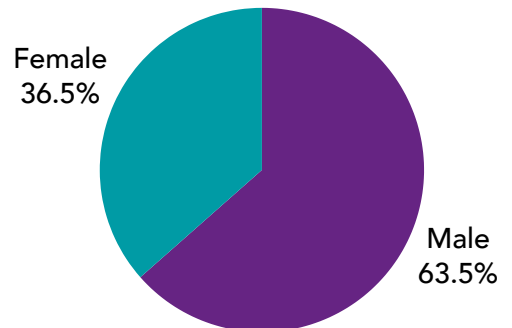
## Lower Middle Pay Quartile



## Upper Middle Pay Quartile



## Upper Pay Quartile



Kulvinder Sihota  
Interim Director of  
Corporate Services

Berneslai Homes  
10th Floor, Gateway Plaza  
Barnsley, South Yorkshire S70 2RD



<b>Report Title</b>	Repairs and Maintenance Policy	<b>Confidential</b>	No
<b>Report Author</b>	Arturo Gulla – Executive Director of Property Services	<b>Report Status</b>	For Approval
<b>Report To</b>	Board 30/5/2024	<b>Officer Contact Details</b>	<a href="mailto:ArturoGulla@berneslaihomes.co.uk">ArturoGulla@berneslaihomes.co.uk</a>

## 1. Executive Summary

This report presents the Repairs and Maintenance Policy for Berneslai Homes, a comprehensive guide for managing the repairs and maintenance services for 18,000 properties in Barnsley. The policy aims to ensure compliance with statutory and regulatory requirements (including the RSH Safety & Quality Standard, and Transparency, Influence and Accountability Standards) maintain safe and well-kept properties and provide efficient and transparent repair processes for tenants and stakeholders.

The policy outlines the responsibilities of both Berneslai Homes and tenants, and covers different types of repairs such as responsive, out of hours, programmed, planned, and rechargeable repairs. The policy also addresses the permissions and approvals required for tenants to carry out improvements, alterations, or additions to their homes, and the importance of performance measurement and benchmarking.

The policy has been developed through extensive consultation with customers, internal and external stakeholders, and will be communicated and implemented accordingly. The policy aligns with the Berneslai Homes Strategic Plan, the Asset Management Strategy, the Consumer Regulation Action Plan, and the Barnsley 2030 vision and BMBC priorities.

The policy ensures equal and fair access to our services and ensures provisions are in place to take into consideration the individual needs of our tenants to allow reasonable adjustments to be implemented where necessary.

## 2. Recommendation/s

Board is recommended to approve the Repairs & Maintenance policy.

### 3. Background

- 3.1 The repairs and maintenance of our homes is of critical importance for our customers, and it is a requirement of the Regulator of Social Housing, as set out in the new Safety & Quality Standard:
- 3.2 Registered providers must provide an effective, efficient, and timely repairs maintenance and planned improvements service for the homes and communal areas for which they are responsible, with specific expectations of registered providers in relation to repairs maintenance and planned improvements.
- 3.3 This Repairs and Maintenance Policy serves as a comprehensive guide for effectively managing our repairs and maintenance services.
- 3.4 Delivery of our Repairs and Maintenance Services, in line with this policy will underpin Berneslai Homes Vision and Values.

### 4. Current Position / Issues for Consideration

- 4.1 The attached Repairs and Maintenance Policy is a comprehensive and strategic document that outlines Berneslai Homes' approach to managing repairs and maintenance services for the 18,000 properties under its care. This policy is of critical importance as it ensures the safety, well-being, and quality of life for our tenants by maintaining properties to high standards, while also meeting all relevant statutory and regulatory requirements.
- 4.2 The policy clearly delineates the responsibilities of both Berneslai Homes and tenants, and establishes detailed procedures for reporting, prioritising, and completing repairs in a timely and transparent manner. It covers a wide range of repair types, from responsive emergency repairs to planned component replacements, all with the goal of providing an effective service to our tenants and maintaining the value and performance of our assets.
- 4.3 Importantly, the policy also addresses key areas such as health and safety, compliance, tenant communication, and performance measurement - ensuring that repairs and maintenance activities are conducted efficiently, effectively, and in full alignment with best practices and industry standards. Board's approval of this policy will provide the necessary oversight and strategic direction for Berneslai Homes to uphold its duty of care towards our tenants and the properties we manage.

- 4.4 The Repairs and Maintenance Policy outlines a robust performance monitoring framework to track the success and effectiveness of its implementation across Berneslai Homes' operations. Through quarterly performance reporting, the Board will be able to clearly assess the achievement of policy goals through delivery achieved against the key performance indicators (KPIs) and success metrics set out – these will be benchmarked against peer organisations to determine the effectiveness of our service delivery.
- 4.5 Extensive consultation has been conducted in the development of this Repairs and Maintenance Policy, with customers [see Customer Voice/Impact], internal and external stakeholders, particularly BMBC.

The final draft being presented [Appendix A] is version 1.6:

<b>Date</b>	<b>Version</b>	<b>Author</b>	<b>Comments</b>
<b>December 2023</b>	<b>1</b>	<b>Head of Repairs Maintenance &amp; Building Safety</b>	<b>Draft policy co-created with involved tenants</b>
<b>January 2024</b>	<b>1.1</b>	<b>Head of Repairs Maintenance &amp; Building Safety</b>	<b>Amended to capture Service Manager comments</b>
<b>February 2024</b>	<b>1.2</b>	<b>Head of Repairs Maintenance &amp; Building Safety</b>	<b>Amended to capture SMT comments</b>
<b>March 2024</b>	<b>1.3</b>	<b>Head of Repairs Maintenance &amp; Building Safety</b>	<b>Amended to capture SPMT comments</b>
<b>March 2024</b>	<b>1.4</b>	<b>Head of Repairs Maintenance &amp; Building Safety</b>	<b>Draft to consult with a wider tenant's group via Customer Panel</b>
<b>April 2024</b>	<b>1.5</b>	<b>Head of Repairs Maintenance &amp; Building Safety</b>	<b>Amended to capture BMBC and Customer comments.</b>
<b>April 2024</b>	<b>1.6</b>	<b>Head of Repairs Maintenance &amp; Building Safety</b>	<b>Amended to capture initial EMT member comments. Final draft to be submitted to full EMT for review.</b>

- 4.6 The Repairs and Maintenance Policy will be communicated through Berneslai Homes via staff briefings, and it is proposed to provide comprehensive training to all relevant staff to ensure everyone understands their roles and responsibilities.
- 4.7 In addition, we will engage our tenants through various channels, such as the website, direct mail, tenant briefing sessions, and our dedicated repairs and maintenance team as required to explain the policy's purpose and tenant obligations.

For our stakeholders, Berneslai Homes will collaborate with BMBC and other stakeholders ensuring they are well-informed and aligned with the policy.

## 5. Customer Voice/Impact

The Repairs and Maintenance Policy has been significantly shaped by the input and engagement of tenants throughout the development process. Through our tenant focus groups, tenants shared unique insights and perspectives that helped to inform the policy, resulting in a more inclusive, transparent, and responsive approach to repairs and maintenance.

### 5.1

<b>Repairs Policy - Co-Creation &amp; Consultation</b>	
<b>Groups</b>	<b>Key Dates</b>
Open Customer Panel	23rd November 2023
Policy Working Meeting - Involved Tenants (TVP)	7th December 2023
Repairs Process Mapping Session - Involved Tenants (TVP)	7th March 2024
Open Customer Panel - Repairs Policy	21st March 2024

## 6. Risk and Risk Appetite

6.1 This policy aims to have a positive impact addressing the current organisational risks in relation to the Repairs, Maintenance and Planned Improvements of our housing stock.

### 6.2 **Strategic**

- Damp, Mould & Condensation (Red – More concerned)
- Ability to deliver historical & in year R&M works within current financial resources available (Amber – Same Concerned)
- Backlogs of Planned Works (Amber – Same Concerned)

### 6.3 **Operational**

- Increasing number of complaints (Red – More concerned)
- Increase in Disrepair Claims and Damp & Mould (Red – More concerned)

## 7. Strategic Alignment

### Berneslai Homes

7.1 This policy aligns with the Berneslai Homes Strategic Plan (2021-31), ensuring we continue to deliver high quality housing and responsive maintenance services, supporting tenants into work, and transforming our business to meet the needs of our tenants.

7.2 From the extensive consultation held, we have listened to our customers and their views, and ensured the policy focusses on getting the basics right. This is done through improved communication, the setting of clear contractual priorities and realistic timescales being transparent and allowing us to manage expectations early.

- 7.3 This will ensure we continue to be a successful and well-managed company investing and spending wisely in our homes and communities whilst also supporting the local economy and investing in our town, ensuring we provide value for money services. This will allow us to continue our positive partnership working and maintain delivery of sustainable communities.
- 7.4 This policy also supports the Asset Management Strategy (2021-26) and actions within the document, and is a key strategic document listed on the 'Consumer Regulation Action Plan'.

### BMBC

- 7.5 The Repairs and Maintenance Policy aligns closely with the strategic ambitions outlined in Barnsley's 2030 vision and council plan priorities.
- 7.6 The policy's focus on maintaining safe, well-kept homes and proactively addressing issues like damp, mould, and energy efficiency directly supports the 2030 vision for a healthy, sustainable Barnsley. By ensuring high-quality, affordable housing, the policy contributes to the overall wellbeing and quality of life for Barnsley's residents, a key priority in the council's plan.
- 7.7 By demonstrating clear alignment with the Barnsley 2030 strategy and council plan priorities, the Repairs and Maintenance Policy reinforces Berneslai Homes' commitment to supporting the borough's overall strategic objectives and creating a better place for its residents to live, work, and thrive.

### 8. Data Privacy

- 8.1 This policy has been reviewed by Berneslai Homes Data Protection Co-ordinator who has confirmed that a Data Protection Impact Assessment is not required.

### 9. Consumer Regulatory Standards

- 9.1 This report relates to the following elements of the Regulatory Consumer Standards:

#### Safety & Quality Standard

- 9.2 The Safety & Quality standard outlines required outcomes, the most relevant to repairs and maintenance activities;  
Registered providers must provide an effective, efficient, and timely repairs maintenance and planned improvements service for the homes and communal areas for which they are responsible.
- 9.3 There are specific expectations of registered providers in relation to repairs maintenance and planned improvements as follows:
- Registered providers must enable repairs and maintenance issues to be reported easily.
  - Registered providers must set timescales for the completion of repairs, maintenance, and planned improvements, clearly communicate them to tenants and take appropriate steps to deliver to them.



- Registered providers must keep tenants informed about repairs, maintenance, and planned improvements to their homes with clear and timely communication.
- Registered providers must understand and fulfil their maintenance responsibilities in respect of communal areas.
- Registered providers must ensure that the delivery of repairs, maintenance and planned improvements to homes and communal areas is informed by the needs of tenants and provides value for money.

#### Transparency, Influence & Accountability Standard

- 9.4 The Transparency, Influence & Accountability Standard ensures we treat tenants and prospective tenants with fairness and respect, take individual diverse needs into account to ensure we deliver fair and equitable outcomes, take tenants views into account on how decisions are made and how we deliver services whilst communicating effectively.
- 9.5 Our performance must be provided to tenants and subject to scrutiny. We must also ensure complaints are addressed fairly, effectively, and promptly.

#### 10. Other Statutory/Regulatory Compliance

- 10.1 The Repairs and Maintenance Policy sets out in appendix 1, all relevant statutory and regulatory compliance requirements.

#### 11. Financial

- 11.1 The Repairs and Maintenance Revenue and Investment budget has been set for 2024/25.

	<b>£M</b>
Revenue	28.478
Capital	17.786
<b>Total Budget</b>	<b>46.264</b>

**Note:**

The Revenue budget includes a £1M efficiency saving

The Revenue budget excludes £0.44M BPS Annual Professional Fees but £0.93M BPS Commercial Services are included

## 12. Human Resources and Equality Diversity and Inclusion

- 12.1 The Repairs and Maintenance Policy demonstrates a strong commitment to fostering equality, diversity, and inclusion across its service emphasising the importance of accessible and accommodating repair services, with provisions for assistive technologies, sign language interpreters, and alternative communication formats to cater for wider needs.
- 12.2 Additionally, the policy outlines inclusive communication strategies, including the translation of materials into multiple languages and the use of plain language, ensuring that tenants from varied cultural and linguistic backgrounds can fully understand and engage with the repairs process.

## 13. Sustainability Implications

- 13.1 The Repairs and Maintenance Policy by Berneslai Homes aligns closely with the organisation's broader sustainability goals in several key ways:
- Environmental sustainability
  - Resource efficiency
  - Cost savings and reinvestment
  - Tenant Engagement and Empowerment

## 14. Associated Background Papers

- 14.1 RSH Safety & Quality Consumer Standard  
[https://assets.publishing.service.gov.uk/media/65f8250c78087a001a59ebac/April\\_2024\\_-\\_Safety\\_and\\_Quality\\_Standard\\_FINAL.pdf](https://assets.publishing.service.gov.uk/media/65f8250c78087a001a59ebac/April_2024_-_Safety_and_Quality_Standard_FINAL.pdf)
- 14.2 RSH Transparency, Influence & Accountability Consumer Standard  
[https://assets.publishing.service.gov.uk/media/65fc480ca6c0f70011ef91c7/April\\_2024\\_-\\_Transparency\\_Influence\\_and\\_Accountability\\_Standard\\_FINAL\\_1\\_.pdf](https://assets.publishing.service.gov.uk/media/65fc480ca6c0f70011ef91c7/April_2024_-_Transparency_Influence_and_Accountability_Standard_FINAL_1_.pdf)

## 15. Appendices

Appendix A – Repairs & Maintenance Policy  
Appendix B – Equality Impact Assessment

## 16. Glossary

*HHSRS – Housing Health & Safety Rating System*  
*KPI – Key Performance Indicators*  
*BMBC – Barnsley Metropolitan Borough Council*  
*SMT – Senior Management Team*  
*SPMT – Senior Property Management Team*  
*EMT – Executive Management Team*  
*R&M – Repairs and Maintenance*  
*TVP – Tenants Voice Panel*  
*DPIA - Data Protection Impact Assessment*  
*RSH – Regulator of Social Housing*

## BERNESLAI HOMES POLICIES & PLANS

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# Repairs & Maintenance Policy

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## Document Control

<b>Title</b>	<i>Repairs and Maintenance Policy</i>
<b>Responsible Officer</b>	<i>Head of Repairs Maintenance and Building Safety</i>
<b>Author</b>	<i>Head of Repairs Maintenance and Building Safety</i>
<b>Subject</b>	<i>Repairs and Maintenance</i>
<b>Information Asset Owner</b>	<i>Head of Repairs Maintenance and Building Safety</i>
<b>Approved by</b>	<b>TBC</b>
<b>Approved date</b>	<b>TBC</b>
<b>Review date</b>	<i>Three years post approval date or sooner if amendments are required</i>
<b>Review responsibility</b>	<i>Head of Repairs Maintenance and Building Safety</i>
<b>Applicable to</b>	<i>All Berneslai Homes employees, customers and stakeholders</i>
<b>DPIA Completion Date</b>	09/04/2024 – Not Required
<b>EIA Completion Date</b>	09/04/2024 - Approved
<b>Regulatory Framework</b>	<i>Regulator of Social Housings Safety and Quality Standard, Transparency, Influence and Accountability Standard</i>

## Revision History

<b>Date</b>	<b>Version</b>	<b>Author</b>	<b>Comments</b>
December 2023	1	Head of Repairs Maintenance & Building Safety	Draft policy co-created with involved tenants
January 2024	1.1	Head of Repairs Maintenance & Building Safety	Amended to capture Service Manager comments
February 2024	1.2	Head of Repairs Maintenance & Building Safety	Amended to capture SMT comments
March 2024	1.3	Head of Repairs Maintenance & Building Safety	Amended to capture SPMT comments
March 2024	1.4	Head of Repairs Maintenance & Building Safety	Draft to consult with a wider tenant's group via Customer Panel
April 2024	1.5	Head of Repairs Maintenance & Building Safety	Amended to capture BMBC and Customer comments.
April 2024	1.6	Head of Repairs Maintenance & Building Safety	Amended to capture initial EMT member comments. Final draft to be submitted to full EMT for review.

## Consultation and Distribution

<b>Type</b>	<b>Details</b>
<b>Consultation</b>	<i>Tenants, SMT, EMT, Customer Services Committee, Board &amp; Barnsley Metropolitan Borough Council</i>
<b>Distribution</b>	<i>Everyone</i>

## Introduction

Berneslai Homes (BH) is an Arm's Length Management Organisation providing housing services across Barnsley and managing a diverse portfolio of 18,000 properties on behalf of Barnsley Metropolitan Borough Council (BMBC). BMBC are the landlord, and Berneslai Homes are the managing agent appointed by the landlord.

The development and management of a repairs policy is delegated to Berneslai Homes.

## Purpose

The purpose of this Repairs and Maintenance Policy is to provide clear guidance for staff, our tenants (people who occupy property rented from a landlord) and residents (people who live somewhere long-term), and wider stakeholders of Berneslai Homes regarding the management of repairs and maintenance services.

In line with requirements from BMBC, the Regulator of Social Housing (RSH) and other statutory bodies, this policy meets current statutory and regulatory requirements and aims to ensure that all properties are well-maintained, safe, and in good repair, whilst also promoting efficiency, transparency, and effective communication in the repair processes.

It establishes the statutory responsibility of BMBC, roles and responsibilities of both Berneslai Homes and tenants, outlines the procedures for reporting and addressing repairs and ensures that repairs are conducted promptly, fairly, and to a high standard.

By implementing this policy, Berneslai Homes aims to ensure that all repairs and maintenance activities are conducted efficiently, effectively, and with utmost transparency, leading to the provision of safe, well-maintained properties and a positive customer experience.

Berneslai Homes recognises the needs and requirements of its diverse customer profile, and acts within the scope of the Equality, Diversity, and Inclusion Policy and the Equality Act 2010 to ensure that every tenant can access the same quality and consistency of service.

## Scope

This policy applies to all properties managed by Berneslai Homes and includes statutory repairs, routine maintenance, urgent repairs, and planned improvements.

Where properties are managed on behalf of external property owners [such as Together Housing Association], this policy will apply; except for where specific

repairs and maintenance responsibilities apply, as outlined in dedicated management agreements for each property.

For leaseholder properties, the respective repairs and maintenance responsibilities will be outlined in individual leaseholder agreements.

## Compliance

By implementing this Repairs Policy, Berneslai Homes aims to uphold compliance with all applicable legislation and regulatory requirements and fulfil its obligations on behalf of BMBC.

These are set out in Appendix 1.

## Responsibilities

This section sets out the different responsibilities Berneslai Homes and its tenants have in relation to repairs and maintenance.

Berneslai Homes responsibilities include the following:

- Maintaining the structure and exterior of the property, including the roof, walls, windows, doors, and drains. This responsibility also extends to common areas and shared facilities in multi-unit complexes.
- Ensuring homes are safe and free from damp, mould & disrepair.
- Maintaining essential services, such as water, gas, and electricity supply systems. They must ensure these services are in proper working order and safe for tenants to use.
- Ensuring homes meet the Decent Homes Standard. This standard sets out requirements for safety, thermal efficiency, and basic amenities in social housing, including the provision of adequate heating, hot water, and sanitation facilities.
- Ensuring homes are kept in good repair.
- Ensuring homes are Housing Health & Safety Rating System HHSRS compliant.

Tenants are responsible for keeping the interior of their homes and external areas within the boundary of their home in good order. Tenants' responsibilities include the following:

- Reporting repairs promptly, where Berneslai Homes is responsible in line with tenancy agreements.
- Providing access for repairs ensuring belongings are moved to enable the work to be undertaken and to provide a clean, safe, smoke free environment for employees and contractors to work in.
- Maintaining any items that they have installed themselves.

- Having chimneys swept on wood or solid fuel burning appliances which have been installed by themselves with historical Berneslai Homes Permissions granted.
- Where able, carrying out all basic DIY tasks such as (but not limited to) changing bulbs, unblocking sinks and toilets.
- Maintain decoration to a good standard.
- Ensuring vents are not restricted to maintain adequate ventilation in the property.
- Maintaining any items that have been gifted to them by Berneslai Homes.
- Keeping gardens, external spaces, and boundaries in a good, tidy and safe condition free from rubbish and weeds.

We will support the needs of our diverse residents by making reasonable adjustments to the above where identified (please see Equality, Diversity & Inclusion section on page xx)

## Repairs & Maintenance

Berneslai Homes operates three classifications for repairs:

1. Responsive Repairs
2. Programmed Replacements
3. Planned Repairs

Please note, Cyclical Maintenance such as Gas Servicing, Electrical Testing etc are covered by their own Policies and Procedures as referred to in Appendix 1 of this document.

## Responsive Repairs

Responsive repairs are usually requested by the tenant. Responsive repairs should be ordered through one of the 4 categories below.

- **Priority 1 – Emergency [including Out of Hours jobs]** repair - to be completed within **24 hours**. This priority applies when there is a serious risk to tenants or their home. Berneslai Homes will attend as soon as possible, but within 24 hours. Some repair work may be undertaken dependent on the nature of the works. The main aim is to contain or eliminate the immediate risk.
- **Priority 2 – Urgent** repair - to be completed within **3 working days**. This repair affects a tenant's ability to live comfortably in their home. A convenient appointment will be arranged to complete this repair.
- **Priority 3 – Priority** repair - to be completed within **7 working days**. This repair affects a tenant's ability to live comfortably in their home; however, is less urgent than a Priority 2 repair. A convenient appointment will be arranged to complete this repair.



- **Priority 4 – Routine** repair - to be completed within **25 working days**. These repairs pose no immediate risk and are arranged for a convenient appointment.

Examples of repairs and associated priorities are set out in the Repairs Summary section of this policy.

## Out of Hours Repairs

We offer an out of hours service for tenants to report emergency repairs.

Out of hours is outside of our staff's core working hours and covers the following:

- Monday to Friday – 4pm until 8am the next working day
- Saturday & Sunday – 24-hour cover
- Any non-working days such as Bank Holidays – 24-hour cover

All out of hour's requests will be deemed Priority 1 – Emergency repairs to be carried out within 24 hours if they meet the required definition below:

- There is a serious health and safety risk.
- A vulnerable tenant cannot manage without the service.
- The problem will become more expensive if it is not immediately repaired e.g. a serious leak.
- The job requires immediate attention to make the property secure.
- The repair is required to protect the asset.

## Awaab's Law [presently in consultation] and HHSRS

The Housing Health and Safety Rating System (HHSRS) is a risk assessment tool used to assess 29 hazards to determine whether a property is safe to live in and rates the hazards in your home depending on the likely impact it will have on your health.

We ensure we meet our health and safety obligations under HHSRS by actioning and visiting any report of HHSRS hazard within 24 Hours.

The proposed Awaab's Law will require Berneslai Homes to respond to tenants' requests in relation to potential hazards in their homes within specified timeframes:

- Berneslai Homes would be required to carry out initial investigations within 14 days of a relevant request and provide a written summary of findings to the tenant within 48 hours.
- If a potential hazard is judged to pose a significant risk, Berneslai Homes must commence repairs within 7 days, with completion within a 'reasonable' period.

- Emergency repairs to make the home safe must be actioned within 24 hours if a hazard is deemed significant and 'imminent' to health or safety.

These requirements would be implied clauses in every tenancy agreement.

## Reporting a Responsive Repair

Berneslai Homes tenants can report repairs by:

- Telephone – Berneslai Homes Tenants have access to a **24hour Repairs Hotline – 01226 787878**
- Online through the Berneslai homes app (Non-Emergency Repairs Only)
- In person through any member of our Staff
- Email or letter to Berneslai Homes
- Through a third party such as a councillor or MP

Across all channels for reporting repairs, Berneslai Homes aim is to arrange a convenient appointment at first contact with the tenant and complete the repair, where reasonably practicable, within one visit.

## Repair Appointments and Access

Repair appointments are provided for non-emergency repairs and Berneslai Homes will ensure that repair appointments, wherever possible allow for the needs of our tenants.

When a repair is reported, we always ask if there are any vulnerabilities or health concerns, we need to be aware of to make any reasonable adjustments to our service to meet the specific needs of the household. (Please see Equality, Diversity & Inclusion section of this policy).

For non-emergency repairs Berneslai Homes will offer a flexible appointment and tenants reporting a repair will be offered a time when the repair can be carried out within the appropriate repair category.

Appointments to complete the repair will be made within the repair categories set out:

- **Urgent** repair - to be completed within 3 working days
- **Priority** repair - to be completed within 7 working days
- **Routine** repair - to be completed within 25 working days

Appointment time slots for repairs are:

- AM – Monday to Friday between 8:00am and 12pm
- PM – Monday to Thursday between 12pm and 4pm and Friday between 12pm and 3.30pm

- All day – Monday to Thursday between 8:00am and 4pm and between 8:00am and 3:30pm Friday.
- Avoid school run - Monday to Friday attending between 10:00am and 2:00pm.

Where the scope of the repair is unclear or needs an inspection, Berneslai Homes will offer an appointment for a technical inspection within 30 working days to diagnose the required works.

Following the technical inspection, the repair will be diagnosed and planned within the appropriate timescales and repairs category and/or programme with end-to-end timescales captured.

All technical inspections will be organised under the direction of Property Services.

For communal area responsive repairs where no tenant access is required (for example corridors, stairwells, shared entrances, communal kitchens etc), appointments will still be scheduled.

If appointments are no longer convenient, tenants are required to inform Berneslai Homes to rearrange to a more suitable time.

Where there is an immediate risk or hazard to property or people Berneslai Homes may take further steps to ensure access can be gained to the property. This will follow Berneslai Homes 'Controlled Access Procedure'.

In general circumstances where Berneslai Homes have failed to gain access [excluding any immediate risk or hazard to property or people], the 'No-Access procedure' will be applied.

## Programmed Replacements

If the problem cannot be fixed by a responsive repair and requires a full component replacement, Berneslai Homes will label these works as 'Programmed Replacement'.

Programmed Replacement works are component replacements and include the following common items, although this list is not exhaustive:

- Kitchen (part or all)
- Bathroom fittings (part or all), including anti slip flooring
- External doors
- Internal doors
- Windows
- Fascias, Soffits and Rain water goods (guttering, fallpipes)
- Secondary forms of heating (Gas & Electric Fires)

If a Programmed Replacement relates to Health and Safety, the works will be released to our maintenance partners with a 25 Day priority e.g. a fire Door.

All other Programmed Replacement works that are agreed are placed onto our list of accumulated works. These works are prioritised and released in batches to our maintenance partners for completion on the 1<sup>st</sup> day of every month. They then have 10 weeks from the release date of the batch to complete the works.

These planned elemental replacements could take up to 18 Months to be completed.

Tenants will receive clear and timely updates in relation to any agreed and outstanding work via letter or email within the following timeframes:

- 14 Days after any inspection to confirm what has been agreed.
- Quarterly updates on outstanding work with estimated completion dates (ECD).

## Planned Repairs

If the problem cannot be fixed by a responsive repair, requires more planning and is not urgent or dangerous, Berneslai Homes will label these works as 'Planned Repairs'. The time to complete a planned repair will vary, depending on the nature, size and urgency of the job as well as any tenant vulnerabilities.

Planned repairs include the following:

- Some boundary works
- Outhouse works (roofing, demolish etc)
- Planned electrical works
- Roofing works
- Paths
- Pointing
- Rendering
- Cleaning out of guttering
- Extensive plastering (more than 1 full surface area)
- Planned plumbing works
- Garages
- Clean out cavities
- Structural works

If a Planned Repair relates to Health and Safety, the works will be released to our maintenance partners with a 25 Day priority.

All other Planned Repair works that are agreed are placed onto our list of accumulated works. These works are prioritised and batch released to our maintenance partners for completion on the 15<sup>th</sup> day of every month. They will then have 10 weeks from the release date of the batch to complete the works.

These planned repairs could take up to 18 Months to be completed.

Tenants will receive clear and timely updates in relation to any agreed and outstanding work via letter or email within the following timeframes:

- 14 Days after any inspection to confirm what has been agreed.
- Quarterly updates on outstanding work with estimated completion dates (ECD).

## Rechargeable Repairs

Berneslai Homes will actively seek to recover the cost of any repair which is not its responsibility or where damage has been caused by a tenant, other residents, or visitors to a property:

- Damage to the property resulting from an act of intentional or negligent behaviour by the tenant, anybody living with the tenant, or anybody visiting the home.
- Any court costs resulting from a breach of tenancy conditions – for example as a result of incidents of antisocial behaviour or in gaining access to properties to carry out a gas service.
- Boarding up and re-glazing windows, resulting from an act of intentional or negligent behaviour by the tenant, anybody living with the tenant or anybody visiting the tenant's home.
- Lock changes and replacement keys if the tenant has lost their keys or locked themselves out of the property.
- Damage to the property following police action where the police are not responsible for repair.
- Removal of items left in communal areas.
- Clearing properties at any time during a tenancy or at the point the tenancy ends.
- Clearing gardens at any time during the tenancy or at the point when the tenancy ends.
- Abuse of the emergency call out service e.g. when the repair required is not really an emergency but has been reported as such.
- Making good any alterations or improvement carried out by the tenant which has resulted in damage to the property or neighbouring property.

Berneslai Homes will record what it considers a rechargeable repair with photographs and clearly set out why the repair is considered rechargeable. This information will be communicated to the tenant in writing with a request for repayment of the quantified costs.

Recovery of rechargeable repair costs is detailed separately as set out within the Repairs Clarification Document [RCD].

## Right to Repair

Berneslai Homes aims to complete all responsive repairs within its agreed and published timescales, as well as ensuring all repairs meet the acceptable standard. Where this does not occur, tenants may be entitled to compensation. All details associated with this can be found on the Berneslai Homes website.

## Right To Buy (RTB)

Tenants who wish to purchase their home can submit a Right To Buy (RTB) if they meet certain criteria.

However, upon doing this they are entitled to only statutory repairs to ensure the property is weather proof, safe and all services (gas, electric, water, drainage) are in proper working order. No replacement works will be carried out unless absolutely necessary.

## Approval and Permissions

All Berneslai Homes tenants have the right to carry out improvements to their home; however written consent from Berneslai Homes and all other necessary approvals, such as planning and building regulation approval must be obtained before any work commences.

Berneslai Homes will not unreasonably withhold consent when tenants make requests for improvements, alterations, or additions.

Tenants must comply with the reasonable requirements of Berneslai Homes in relation to any consent given to make improvements, alterations, or additions to the premises, including the standard of the work to be carried out.

All authorised work must be completed to a sufficiently high standard and by qualified and competent persons. Work undertaken on gas and electrical installations must be carried out by appropriately qualified persons and copies of certificates must be submitted to Berneslai Homes prior to works commencing.

Following any improvements, alterations or additions undertaken by the tenant they will be responsible for the future repairs, maintenance or replacement of the improvement unless previously agreed in writing.

In some instances, where permission has not been sought or granted to make alterations, upon leaving the tenancy the property will have to be returned to how it was when initially let or recharges will apply.

Where permission has not been approved by Berneslai Homes, the tenant may be recharged for any unauthorised improvements or alterations identified during or at the end of their tenancy.

Berneslai Homes are not liable for any loss or damage to, caused by or associated with any improvements or alterations carried out by tenants with or without permission.

Note: Home improvements cannot be carried out during introductory tenancies.

## Performance

Berneslai Homes will measure its repair performance by using, and issuing, a suite of Key Performance Indicators (KPIs) as defined in the Property Repairs and Improvement Partnership [PRIP] contract issued by BMBC.

KPIs will be benchmarked against Berneslai Homes peer group.

KPI's will be reviewed annually for all Repairs & Maintenance contracts to maintain year on year continuous improvement.

Performance against KPIs will be monitored and reported regularly to the Executive Management Team (EMT), Board, Customer Services Committee and BMBC.

Tenant feedback as part of our satisfaction surveys for Repairs & Maintenance will be used as an additional means of monitoring and improving the quality of the service.

Berneslai Homes will publish repairs performance information to tenants. As standard practice, our repairs performance is included in our quarterly performance report which is published and accessible to tenants. This will include a summary of actions we are taking to address any underperformance.

Berneslai Homes will complete its 'Tenant Satisfaction Measures TSM and will submit results annually to the Regulator of Social Housing. These results will also be published on our website, keeping the process transparent and inclusive.

## Health and Safety

Berneslai Homes will ensure tenants feel safe living in their homes knowing that safety and compliance is valued ahead of all other aspects of services.

Across repairs and maintenance operations, health and safety will be prioritised for tenants, staff and the maintenance partners.

Berneslai Homes staff and representatives must adhere to the Health and Safety policy and, in accordance with the policy, all staff are required to ensure that all working practices are in line with appropriate health and safety legislation and good practice making sure that employees, tenants, buildings and stakeholders are safe.

Berneslai Homes will invest in the training and development of staff in order that services are delivered safely, and staff and tenants are always safe.

Tenants have a responsibility to ensure our staff are able to carry out repairs safely and free from unnecessary risk whilst working in tenant's homes. Staff carry out dynamic risk assessments and if health and safety is compromised, or risks are identified, they are authorised to abort the repair and leave.

Examples include but are not limited to:

- Violence and aggression
- Dangerous dogs
- If needles are identified

These instances will be referred to the Neighbourhood Team to action as a breach of Tenancy Agreement.

## Communication

This policy is available to view by all tenants, BMBC and stakeholders on the Berneslai Homes website and will be updated with any changes.

Internally this policy will be viewable and accessible by all staff and stored on Berneslai Homes intranet site.

## Equality, Diversity & Inclusion

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

We will treat people fairly and with dignity and respect.

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



## Reasonable Adjustments

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

Examples of reasonable adjustments include:

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



## Appendix 1

The Repairs and Maintenance Policy encompasses a wide range of considerations, including but not limited to:

- Better Social Housing Review – Rethinking Repairs Recommendations
- Building Regulations Act 1984
- Building Safety Act 2022
- Fire Safety Act 2021
- Care Act 2014
- Control of Asbestos Regulations 2012
- Data Protection Act 2018
- Decent Home Standard
- Electricity at Work Act 1989
- Equality Act 2010
- Gas Safety (Installation and Use) Regulations 1998
- Health and Safety at Work Act 1974
- Homes (Fitness for Human Habitation) Act 2018
- Housing Act 2004
- Land Compensation Act 1973
- Landlord and Tenant Act 1985
- Management of Health and Safety at Work Regulations 1999
- Corporate Manslaughter and Corporate Homicide Act 2007
- Social Housing (Regulation) Act 2023 – incorporating Awaab’s Law when enacted
- The Secure Customers of Local Housing Authorities (Right to Repair) Regulations 1994

### Key Berneslai Homes Policies

- Repairs Clarification Document [RCD]
- Damp & Mould Policy
- Disrepair Policy
- Asbestos Policy
- Fire Safety Policy
- Gas Safety Policy
- Electrical Safety Policy
- Water Hygiene Policy
- Code of Conduct
- Complaints Policy
- Equality Diversity and Inclusion Policy & Strategy
- Vulnerability Protocol
- Procurement Code of Practice
- Recharges (Outlined within the RCD)
- Tenants own improvement Policy
- Redecoration Policy

- Decant Policy

This list is not exhaustive, and Berneslai Homes will follow all other additional Approved Code of Practices and Regulation / Legislation applicable to repairs and maintenance.



## Repairs Summary

### REPAIRS – Berneslai Homes or Tenant Responsibility

	ELEMENT	FAULT	ACTION	EXPLANATION
	<b>External Elements</b>			<b>Blue Boxes</b> refer (generally) to items of tenants responsibility
				<b>Yellow Boxes</b> refer (generally) to Planned Repair items released to CS/Wates in batches.
	<b>Drains Waste &amp; Soil Water</b>			All Berneslai Homes responsibility are in white and have associated priorities outlined.
	Gulley	Blocked by surface debris		Tenant responsibility.
	Gulley	Blocked		3 day priority.
	Soil stack	Blocked		24 hour priority.
	Drains	Blocked		24 hour priority.
	Inspection chamber	Blocked		24 hour priority.
	Manhole cover	Missing, damaged		24 hour priority.
	Identified Yorkshire Water	Drainage Problem		Yorkshire Water
	Mains service pipework Leaking	Boundary line to stop tap into property, or after stop tap into property		24 hour priority.
	Drainage problems rat related	Internal rat ingress		24 hour priority.
	Drainage problems rat related	External rat ingress		3 day priority.

	<b>External Doors</b>			<b>*Please Note:</b> If Door is tenant's own fitment, it is tenant's own responsibility. If, however, tenant own door is faulty and is causing problems to the structure, we will repair. If door is tenant's own fitment and is the only entrance into and exit from the property and security is an issue we will repair. (Recharge may need to be made.) If door is damaged by Police, repair or replace (again recharge may need to be made).
	External door	Damaged, sticking		25 day priority.
	External door	Insecure		24 hour priority.
	External porch or passage door (formerly referred to as storm doors)	Damaged, sticking, rotting		25 day priority.
	Door lock external door	Broken		7 day priority if door is secure and has other exit/entrance door into property, if only one door i.e. flat door 24 hour priority.
	Door lock external door	Key broken in lock		7 day priority if door is secure and has other exit/entrance door into property, if only one door i.e. flat door 24 hour priority.
	External door	Rain penetration		25 day priority.
	Doorbell	Broken, missing		Tenant responsibility.
	Door chain	Broken, missing		Tenant responsibility (except for those living in Independent Living schemes).
	Door nameplate/door number	Missing, broken		Tenant responsibility.
	Door keys	Lost, stolen		Tenant responsibility.
	Door entry systems (Independent living schemes & flat complexes)	Faulty		Same day priority.
	Letter box covers	External and/or internal flap broken		Tenant responsibility.
	External Fire Doors			24 hour priority.
	External Fire Door Glass	Required/damaged		24 hr priority.

	<b>External Walls</b>			
	Pointing	Missing masonry between joints		Planned Repair.
	Pointing	Missing masonry between joints causing internal damp		25 day priority for pointing. Also 7 day priority for damp/mould treatment.
	Air vent covers (non-mechanical)	Silted up or causing draught		No Action - Air vent covers not included in annual servicing. Tenant should be advised to be kept clean and clear and open.
	Coal bunker	Removal required		No Action - Do not remove when heating converted to gas.
	Coal bunker	Dilapidated / dangerous		Repair if in use, remove if not used. Priority determined by urgency.
	Boundary walls	Dangerous, leaning or collapsed		24 hr priority.
	Boundary walls of stone construction	Dangerous, leaning, collapsed		24 hr priority.
	Dividing walls between properties	Dangerous, leaning, collapsed		24 hr priority.

<b>Fencing/Gates</b>			
	Front boundary: including fencing, gates and posts	Damaged, rotting, missing	Planned Repair.
	Gate catch (front gate only)	Faulty, missing	25 day priority.
	Rear or side boundaries: including fencing and any side / rear gates or posts.	Damaged, rotting, missing	Tenant Responsibility.
	Fencing – rear or side boundary adjacent to public footpath, public open spaces and main routes adjoining public highways.	Damaged, rotting, missing	Planned Repair.
	Fencing (all areas) where ground levels differ by more than 300mm (1 ft) & H&S issue	Damaged, rotten, missing	25 day priority.
	Fencing/Gates/Walls	In a dangerous condition	24 hour priority.
	<b>Garages</b>		
	Garage	Structural damage	24 hour priority.
	Garage	Roof leaking	25 day priority.
	Garage door	Insecure	7 day priority. If Health & Safety or a security issue 24 hour priority.
	Garage door	Beyond repair	Planned Repair
	<b>Outhouses</b>		
	Outhouse roof	Leaking	25 day priority.
	Outhouse door	Damaged, insecure	25 day priority.
	Outhouse windows	Damaged, insecure	25 day priority.

	<b>Paths/Yards/Drives</b>			
	All paths, yards, drives within the boundary of the Berneslai Homes property.	Damaged, uneven, trip/slip hazard, pitting, pot holes		7 day priority. If Health & Safety or a security issue 24 hour priority.
	Clothes posts, clothes line	Broken, missing		Tenant responsibility.
	Communal drying areas	Trip, slip hazards		7 day priority. If Health & Safety or a security issue 24 hour priority
	<b>Rainwater Systems</b>			
	Guttering/Fallpipe	Blocked/leaking/overflowing and causing other damage, rotten.		25 day priority.
	<b>Roofs and Roof Space (Loft)</b>			
	Pitched/Flat roof to property	Leak into property		7 day priority. Higher priority if causing internal damage. 24 hour priority to make safe if dangerous.
	Roof tile	Missing/cracked		25 day priority. Higher priority if causing internal damage. 24 hour priority to make safe if dangerous.
	Ridge and hip tiles	Missing/cracked		25 day priority. Higher priority if causing internal damage. 24 hour priority to make safe if dangerous.
	Roofs with solar panels	All repairs		Priorities as above. Specify on order that solar panel fitted and repair is required to the roof.
	Solar panel	All faults to solar panels		If solar panel owned by BMBC – 25 day priority.
	Fascia/soffits	Rotting, dangerous, falling		25 day priority. If dangerous 24 hour priority job to make safe.
	Chimney stack	Pointing missing		Planned Repair
	Chimney stack	Dangerous/unsafe		24 hour priority for Partner to make safe.
	Seal eaves	Gaps into roof space		25 day priority.
	Loft hatch	Damaged, missing, not closing		25 day priority.
	Loft insulation	Request for insulation or top-up		Planned Repair
	PIV unit (fan in roof space)	Faulty, not working		25 day priority.



	<b>Windows</b>			(Excluding outhouse windows)
	Any window	Will not close insecure		24 hour priority.
	All windows	Rain penetration		25 day priority to weather proof.
	Kitchen/bathroom window	Unable to open		7 day priority.
	Windows general	Unable to open		25 day priority.
	Window catches/stays	Damaged, missing		25 day priority if window is secure. 24 hour priority if insecure or if 3 <sup>rd</sup> storey or above or if Health & Safety concern is expressed.
	<b>Glazing – Tenant damage.</b>	Cracked, broken, missing		Tenant responsibility.
	Glazing – reported as criminal damage	Cracked, broken, missing		25 day priority.
	Glass to deteriorated window frame	Cracked		25 day priority.
	Putty to windows	Cracked, missing		25 day priority. Order 7 day repair if Health & Safety issue or causing further damage.
	Window locks (fitted by us)	Broken		25 day priority. Higher priority if Health & Safety issue.
	Window locks	Request fitting		We supply locks to ground floor windows on new installations only. However we will fit window restrictors on request.
	Window lock keys	Lost		Tenant responsibility.
	Boarding up	Following damage or incident		24 hour priority.
	Window Batten (Curtain Batten)	Damaged, missing, Tenant requesting new		Tenant responsibility.
	Window restrictors	Request fitting		If medical need, 7 day priority.
	Window restrictors	Broken or damaged		25 day priority. If window is on the 3 <sup>rd</sup> storey or above 24 hour priority.
	<b>Shutters – Doors and Windows</b>			
	Shutters	Faulty		24 hour priority.
	Shutters – out of hours emergencies	Faulty		24 hour priority.
	Shutter property	Request fitting		24 hour priority.
	Shutter property	Request removal		24 hour priority.

<b>Internal Elements</b>			
<b>Basements/Cellars</b>			
Walls and floors	Areas of damp		7 day priority to carry out damp/mould treatment if required. Inspection required.
Walls and floors	Extensive damp		
Walls and floors	Flooding/Standing water		If reported as structural or health and safety issue inspection required.
Ceilings	Damaged, missing		Basements/cellars not considered part of living area. If reported as structural or health and safety issue inspection required.
<b>Damp</b>			
Internal walls on ground floor	Damp on low wall levels, peeling paper & evidence of salting along damp horizontal line		7 day priority
Internal walls on all floors in located areas. (These are walls that form the building perimeter)	Damp on large area of wall or ceiling		
All internal walls and ceilings	Persistent damp on small and/or same location		
Bathroom/Kitchen	Excessive damp / condensation		
All surfaces and fixtures	Mould growth in large areas on walls		
All surfaces and fixtures	Mould growth around windows or local areas		
Ceilings	Damp patches or dripping		

	<b>Kitchen</b>		
	Kitchen units (base, wall, larder units)	Damaged	25 day priority.
	Wall unit	Unsafe	24 hour priority.
	Kitchen sink	Leaking	7 day priority e.g. if dripping slowly Higher priority if more urgent e.g. leak is fast and not easily contained.
	Unit doors/drawer fronts	Missing	No Action - Items are fully in property when let. To replace may incur recharge.
	Worktop	Damaged, chipped, swelling by water damage	25 day priority.
	Kitchen sink plugs and chains (all types)	Missing	Tenant responsibility.
	Kitchen units	Requests for additional	We do not supply new, only repair the existing units.
	<b>Finishings &amp; Fittings</b>		
	Splashback tiles over basin, bath	Damaged, cracked	25 day priority. 2 rows only.
	Splashback tiles behind cooker	Damaged, cracked	25 day priority.
	Shower splashback wall sheet	Damaged, leaking	25 day priority
	Shower tiles	Damaged, cracked	25 day priority
	Sealant round bath/WHB	Damaged, missing	25 day priority.
	Internal decorations	Damaged, deteriorated	Tenant responsibility.
	Polystyrene ceiling tiles	Damaged or removal request – Kitchen or rooms with an open flued appliance	25 day priority.

	Polystyrene ceiling tiles	Damaged or removal request – other rooms		Tenant responsibility.
	<b>Fireplaces &amp; Flues</b>			
	Chimney	Request sweeping		No Action - Swept on annual solid fuel service.
	Chimney	Request sweeping due to blockage i.e. birds nest		24 hour priority.
	Hearth tiles	Broken, missing		Tenant responsibility. However, if Health & Safety issue 24 hour priority.
	Ash pans	Damaged		25 day priority.
	<b>Flooring/Stairs</b>			
	Stairs	Damaged tread, riser, handrails		7 day priority. Higher priority if dangerous.
	Handrail	Missing		25 day priority. Higher priority if Health & Safety issue.
	Floor tiles	Loose, missing		Tenant responsibility.
	Floorboard	Loose, missing		25 day priority. Higher priority if Health & Safety issue.
	Floorboards	Rotten		25 day priority. Higher priority if Health & Safety issue.
	Laminate flooring	Damaged, lifting		Tenant responsibility (laminate flooring not fitted by Berneslai Homes).
	Asphalt floors	Damaged, lifting, badly pitted		25 day priority.
	Solid floors	Uneven, pot holed, badly cracked, raised		25 day priority.
	Altro floor	Damaged, leaking		7 day priority.
	Altro floor drain	Blocked		3 day priority. 24 hour if unable to use and only form of bathing.
	Floor coverings installed on Decent Homes or Barnsley Homes Standard	Damaged, scratched, lifting, bubbling		Tenant responsibility. This is gifted to the tenant and becomes tenant responsibility after 12 months.

	<b>Internal Doors</b>			
	Internal door – all doors	Damaged, sticking		25 day priority.
	Internal doors	Adjustment requested to fit carpets		Tenant responsibility.
	Internal door handle - Kitchen	Removed, broken		25 day priority if can open and close. 24 hour priority if Health & Safety issue e.g. door will not open/close.
	<b>Internal Joinery</b>			
	Bath panels	Damaged, missing		25 day priority.
	Architraves	Damaged, missing		Tenant responsibility. Properties have this in places when let.
	Pipe boxing	Damaged, missing.		No Action – We do not box in pipes. Exception is on BHS works where Health & Safety issue.
	Curtain batten or rail (Window batten)	Damaged, missing, request new		Tenant responsibility.
	Skirting board	Rotten		25 day priority.
	Skirting board	Missing		No Action - Skirting boards are fully in property when let
	<b>Internal Walls</b>			
	Internal walls	Superficial plaster cracks & small holes	No action	Tenant responsibility. Shrinkage is always ongoing in buildings. Most cracks are superficial.
	Internal walls	Large cracks over the width of a pound coin (3mm)		25 day priority.
	Plastering	Damaged, flaking off		25 day priority.
	Plastering	Small areas on various walls or ceilings		25 day priority.
2.9.5	Plastering	Extensive damage, more than one surface area		Planned Repair
2.9.6	Plastering	Falling off wall during wallpaper stripping		Inspection Required.

<b>Water Supply &amp; Sanitary Fittings</b>			
Mains service pipework	Boundary line to stop tap into property, or after stop tap into property		24 hour priority.
Tap	Inoperable		3 day priority.
Hot tap	Running constantly even if only small amount		24 hour priority.
Tap	Dripping		25 day priority.
Tap	Running full bore		24 hour priority.
Stop tap	Leaking		25 day priority. Higher priority if fast leak.
Stop tap	Inoperable (will not turn)		7 day priority.
Bath and basin plugs and chains (all types)	Requests new		Tenant responsibility.
Showers	Faulty/leaking		7 day priority or 24 hr priority if only form of bathing or vulnerability issues.
Shower rail / built-in shower chairs	Damaged		25 day priority.
Shower curtain	Requests new, damaged or missing		Tenant responsibility
Hot water cylinder jacket	Requests new, damaged or missing		Tenant responsibility.
Toilet seat	Damaged, missing		Tenant responsibility
WC	Blocked		24 hour priority.
Bath	Surface delaminating, chipped, etc.		25 day priority.
Bath	Damaged		25 day priority.
Plumbing for washing machine	Request for plumbing		Tenant responsibility.
Overflow	Running full bore		24 hour priority

<b>Mechanical/Electrical/Gas</b>			
	<b>Electrical Fittings</b>		
	Wiring, sockets and switches	Bare wires, fusing sparking, unsafe, smouldering.	24 hour priority.
	Other electrical	General faults	7 day priority.
	Outside lights – individual property (installed by us)	Damaged, missing, stolen	25 day priority.
	Outside lights – individual property (installed by current tenant)	Damaged, broken	Tenant responsibility.
	Outside light – communal areas & Independent Living schemes	Damaged, missing, faulty	7 day priority.
	Extractor fan	Broken	25 day priority.
	Electric meter box door	Broken, missing	25 day priority.
	Immersion heater	Not working	25 day priority. 24 hour priority if no other form of heating water.
	Request for immersion heater	Main heating source broken	24 hour priority.
	Request for immersion heater	Has other form of heating water	No Action - Tenants own improvement. Advise tenant to obtain landlords permission to have installed by NIC registered electrician at own cost.
	Electric fire decorative bulbs (installed by Berneslai Homes)	Blown	25 day priority.
	Requests for additional or relocation of electrical sockets	Insufficient sockets	Tenants own improvement. Advise tenant to obtain landlords permission if they intend to add their own extra sockets - to have installed by NIC registered electrician at own cost.
	Electric meter	Relocation request	Tenants own improvement. Advise tenant to obtain landlords permission if they intend to move any major electrical installation items.
	Burglar alarm	Broken, faulty	Tenant responsibility.

	Smoke alarms (all types)	Continuously sounding, bleeping or not working		24 hour priority.
	CO alarms (all types)	Continuously sounding, bleeping or not working		24 hour priority.
		Tenant requests one (none in property)		7 day priority.
	Lighting on landing, kitchen or bathroom	Switch, lamp or pendant faulty (not bulb)		24 hour priority.
	Light bulb - all areas (except 3.1.20)	Blown		Tenant responsibility.
	Sealed bathroom light fitted under Decent Homes/Barnsley Homes Standard works	Bulb blown, faulty		24 hr priority.
3.1.22	TV aerial/satellite dish to individual dwelling	Damaged, broken, fallen	No action	Tenant responsibility.
3.1.23	TV socket to individual dwelling	Damaged, faulty	No action	Tenant responsibility.
	Communal TV and aerials/satellite dish (Flats, High Rise, etc)	Vision failed or cloudy. (Reception issues)		7 day priority.
	TV socket where property is part of a communal TV system where the TV socket forms an integral part of the system	Damaged, faulty		7 day priority.
	Lifts (communal areas)	General faults		24 hour priority.
	Electric cooker point	Faulty, bare wires, sparking, fusing, smouldering, unsafe		24 hour priority.
	Electric cooker point	Cooking point requested, one doesn't currently exist. But there is an active gas cooker point		Tenants own improvement. Advise tenant to obtain landlords permission to have installed by NIC registered electrician at own cost



	<b>Gas Supply</b>			
	<b>GAS LEAK</b>			24 hour priority.
	Gas meter box door	Damaged, missing		25 day priority.
	Gas meter	Request for relocation		Tenants own improvement. Advise tenant to obtain landlords permission.
	Gas cooker point	Cooking point requested, one doesn't currently exist. But there is an active electric cooker point		Tenants own improvement. Advise tenant to obtain landlords permission to have installed by Gas Safe registered engineer at own cost.
	Carbon Monoxide Detector	Request for installation/ repair/ replace		3 day priority.
	Gas fire loose coming loose / coming away from wall	Damaged / faulty		24 hour priority.
	Gas cooker pipe	Tenant's own install gas cooker, no gas coming from gas cooker pipe.		24 hour priority.
	<b>Heating Systems</b>			
	Radiators	Not getting hot		24 hour priority.
	Radiators removed by tenant	Damaged, unable to remove and or replace		Tenant responsibility.
	Heating system	Request to alter or extend		Inspection Required.
	Tenants own Heating System	Faulty		Inspection Required.
	Central heating timer	Resetting		This is tenant responsibility, however if tenant is elderly or vulnerable we will make reasonable adjustments to the service.
	Repairs to central heating controls e.g. room and cylinder stats, and programmers	Damaged, broken, faulty		If affecting several radiators and unable to heat property or on in hot weather, 24 hour priority.

	Heating where tenant has a pre-payment gas meter	No heating		24 hr priority
	Heating where tenant has a Switch 2 meter	No heating		24 hr priority
	Fault on Switch 2 meter	Where a fault is identified on the meter		We will report the fault to Switch 2 requesting engineer visit.
	Gas or solid fuel heating appliance	Gas leaks or fumes or carbon monoxide detector sounding		24 hour priority
	Pilot light	Not working, gone out or failed		24 hr priority.
	Cavity wall insulation	Request for installation		Cavity wall insulation installed on Barnsley Homes Standard schemes only.
	Loft insulation	Request for insulation or top-up		Planned Repair
	Hot water	No hot water		24 hour priority
	<b>Air Source Heat Pump</b>	General information		Air Source Heat Pumps have been fitted in some of our properties on the BHS schemes. All faults and breakdowns will be ordered in the usual way as per standard heating systems. Radiators on ASHP systems do not get as hot as radiators with conventional heating systems, however the radiator surface area is increased (larger radiators installed) to achieve the same ambient temperature, but may take longer to reach the desired temperature. Tenants are encouraged to keep all radiators on at a warm temperature throughout the colder periods of the year in order for the heating system to work at its best and most economical.
	Radiators (ASHP)	Not getting warm		24 hour priority. If not affecting all radiators and has other form of heating, order repair with Partner on 7 day priority.
	<b>Ground Source Heat Pumps and Schemes</b>			Ground Source Heat Pumps (GSHP) are powered by electricity and are installed in the following District Heating schemes: <ul style="list-style-type: none"> <li>• Woodhall Flats, Darfield</li> <li>• Parkside, Hoyland Common</li> <li>• Sunrise Manor, Platts Common</li> <li>• Willowcroft, Bolton on Dearne</li> <li>• Church St Close, Thurnscoe</li> <li>• Pendon House, Penistone</li> </ul>

				<ul style="list-style-type: none"> <li>• Elm Court, Worsborough Dale</li> <li>• Maltas Court, Worsborough Bridge</li> </ul> <p>GSHP provide an alternate source of heating which is generated via an underground network of pipes installed in bore holes 100+ metres down.</p> <p>24 hour priority.</p>
<b>Independent Living Schemes including Communal Areas</b>				
<b>Alarms</b>				
	Fire Alarm, emergency lighting system, system including magnetic door openers in schemes, community centres and communal areas	Faulty, continuously sounding, lights flashing showing fault on display panel		<p>24 hour priority.</p> <p>Please note: ‘Lifeline’ systems (emergency response systems for specific vulnerable tenants) are the tenant’s responsibility and are not impacted by the communal systems within a building. (i.e. a faulty display panel will not impact Lifeline systems.)</p>
	Smoke/Heat Alarm	Continuous sounds or bleeps		24 hr priority
	Smoke alarms that have an expired date	Expired		7 day priority
<b>Heating</b>				
	Communal District Heating Systems (Biomass) in boiler houses, serving communal areas, corridors and individual dwellings	Faults/breakdown/leaks		<p>Biomass Boilers have been installed into several of our District Heating Schemes plus the 3 tower blocks (Albion, Buckley and Britannia House).</p> <p>Biomass is an alternate form of heating supply that uses wood chipping as the fuel source to heat the boilers.</p> <p>24 hr priority</p>

	Communal Centre steel chimneys	Damaged/faults		24 hour priority.
	<b>Doors</b>			
	External Doors (except door entry systems)	Damaged Sticking		7 day priority
	External Doors (except door entry systems)	Insecure		24 hour priority
	External door lock (except door entry systems)	Broken		24 hour priority
	External door lock (except door entry systems)	Key lost		24 hour priority.
	Door entry system	Faulty		24 hour priority.
	Letter box/covers	External and/or internal flap broken		7 day priority.
	Internal communal doors	Faulty/Damaged		7 day priority
	External fire door (except door entry systems)	Faulty/Damaged		24 hr priority
	Individual flat - access door	Damaged, sticking		25 day priority. Higher priority if Health & Safety issue.
	Individual flat – access door	Insecure		24 hour priority.
	<b>Electrical</b>			
	CCTV	Faulty		7 day priority.
		Vision failed or cloudy. (Reception issues)		7 day priority.
	TV socket where property is part of a communal TV system where the TV socket	Damaged, faulty		7 day priority.

	forms an integral part of the system			
	Communal aerial	Damaged, faulty		7 day priority.
	Extractor fan	Broken		25 day priority.
	Internal/External lights in communal areas This also includes 'Street' lighting in: <ul style="list-style-type: none"> <li>• New England Estate, Worsbrough Bridge</li> <li>• Honeywell walk-through complex</li> <li>• Cockerham Lane flats (not the main road)</li> </ul>	Faulty/blown		24 hour priority.
	Electrical switches/sockets	Faulty		24 hour priority.
	Appliance in communal laundrys	Faulty (not working or unable to switch off)		24 hour priority.
	Appliance in communal kitchen (Independent Living scheme or community centre)	Faulty		24 hour priority.
	Communal panel fault. (e.g. communal control for intercom)	Faulty / error message shown		24 hour priority.
	<b>Miscellaneous</b>			
	Carpets/flooring Curtains/batten (communal areas)	Damaged, loose, lifting		24 hr – 25 day priority depending on severity of problem.
	Fire information box	Damaged		7 day priority. 24 hr if unable to gain access to box.
	Keysafe	Damaged, stolen		Tenant responsibility.
	LIFTS (communal areas)	General faults		24 hour priority.
	Lift access fire door	Faulty, damaged		24 hr priority.

	Bin stores / Scooter Stores	General faults		25 day priority
	Communal showers/bathrooms etc.	General faults		25 days priority.
	Plastering	Damaged flaking off Small areas		25 day priority.
	Plastering	Extensive Damage		Planned Repair
	Painting after plastering (communal areas)	Unpainted surfaces		25 day priority.
<b>Smithies Lane Caravan Site, Barnsley</b>				
	All repairs to permanent brick built structure on each plot	All repairs as per our housing stock		Brick built structure contains a fitted kitchen, bathroom and heating (30 plots).
	Community Centre	All repairs to building and internal fittings		Community Centre heating supplied by own Air Source Heat Pump (ASHP).
	Plant Rooms	All repairs to building and heating equipment contained within		Plant rooms contain the Air Sourced Heat Pumps (ASHP) that heat the 30 brick built structures on each plot.
	Access road, grassed/play area other landscaping areas	Damage/repairs required		No action - Scheme Manager will arrange necessary maintenance/organise repairs.
	Individual Caravan	All repairs/faults		Caravan is owned by tenant and the tenant is responsible for all maintenance.
<b>Miscellaneous</b>				
<b>Equipment and Adaptations (E&amp;A)</b>				
	Ramp, shower, door widening, kitchen alteration, stair lifts, hoists, closomat etc.	Requested due to tenant's disability/ circumstances		Tenant to contact th Equipment and Adaptations team to register for E&A assessment on (01226) 775800 or <a href="mailto:Equipmentandadaptations@barnsley.gov.uk">Equipmentandadaptations@barnsley.gov.uk</a>
	Ramp	Slippery, trip hazard		24 hour priority.

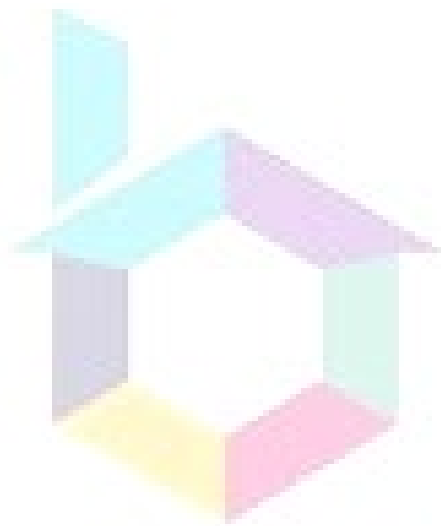
		Pitting, Breaking up	Order repair - Partner	3 day priority.
	Shower	Blocked, leaking  Slippery tiles or panel breaking up or falling off  Rail or curtain damaged  Not working		24 hour priority.  24 hour priority.  25 day priority.  24 hour priority.
	Closomat / Geberit (wash/dry toilet)	Blocked, leaking, not working		24 hour priority.
	Adapted Kitchen	Damaged  Damaged and dangerous		25 day priority.  24 hour priority.
	Minor Adaptation: Grab rail, external hand rail (up to 2 metres length), lever taps, additional stair rail	Requested due to tenant's disability/ circumstances		7 day priority.
	Stairlift Step lift	Faulty		24 hour priority.
	Ceiling track hoist	Faulty		24 hour priority.
	Through Floor Lift / Step Lift	Faulty		24 hour priority.

	<b>Cooking/Drying Facilities</b>			
	Cooker installed as part of a disabled adaptation and is integral to the kitchen design	Not working, faulty		Inspection Required.
	Appliance in Furnished Tenancy Scheme property	Faulty		E-mail: <a href="mailto:TenantsFirstService@berneslaihomes.co.uk">TenantsFirstService@berneslaihomes.co.uk</a>
	Appliance in communal kitchen (Independent Living scheme or community centre)	Faulty		24 hour priority.
	<b>Gardens</b>			
	Gardening	Poorly maintained		Tenant responsibility.
	Tree maintenance	Possibility of falling, overgrown		Neighbourhood Team will determine if tenant responsibility or grounds maintenance issue.
	<b>Pests / Vermin</b>	A non-exhaustive list of pests / vermin is: ants, bed bugs, bees, beetles, birds, cockroaches, fleas, flies, insects, mice, moles, rats, silverfish, slugs, squirrels, wasps and woodlice.		
<b>Any repairs required to resolve rat ingress to a property is a 24hr priority.</b>				
	Individual tenanted dwellings	See explanation		All pest/vermin treatments in and around property is tenant responsibility, except those detailed below. Tenants are to contact Pest Control (01226 772050) but explain this is a tenant responsibility and subject to a charge.  If on attendance the Pest Control Officer finds the infestation is as a result of a structural issue for which Berneslai Homes are responsible we will accept the charge and the cost to the tenant will be waived.
	Rats inside property			24 hour priority.
	Rats outside property	Within curtilage of dwelling only		We will try to establish if rats are nesting in garden. If not and tenant has only seen once for example, we will advise to ring back if rats are seen again. If rats are nesting or seen again, we will order a 24 hour priority.



	Mice inside property		24 hour priority.
	Squirrels inside property		24 hour priority.
	Birds	Behind fire/base of chimney dead or alive.	24 hour priority.
	Woodworm	Inside property	25 day priority.
	Vermin / pests of any type in Independent Living schemes	In and around property	24 hour priority.
	<b>Specialist Cleaning</b>		
	Specialist Cleaning	Clean of human waste required	24 hour priority.
<b>Community Centres – Berneslai Homes Responsibility</b>			
	All repairs to building structure	Repairs as per housing stock	All repairs to building structure as per our housing stock.
	Shutters	Faulty	24 hour priority.





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<b>Report Title</b>	Quarterly Risk Update	<b>Confidential</b>	No
<b>Report Author</b>	Executive Director of Corporate Services	<b>Report Status</b>	For Approval
<b>Report To</b>	Board 30/5/2024	<b>Officer Contact Details</b>	Claire Denson, Risk & Governance Manager <a href="mailto:clairedenson@berneslaihomes.co.uk">clairedenson@berneslaihomes.co.uk</a> Sam Roebuck, Head of Governance and Strategy <a href="mailto:samantharoebuck@berneslaihomes.co.uk">samantharoebuck@berneslaihomes.co.uk</a>

<b>1. Executive Summary</b>	<p>1.1 To receive the quarterly update on the Berneslai Homes' Risk Framework, which was recommended by Audit &amp; Risk Committee on 18 April 2024 for approval by Board.</p> <p>1.2 This report focuses on the Strategic Issues and Concerns Register, but Audit &amp; Risk Committee were also asked to note the Operational and Fraud issues and concerns registers, all available to view on the <a href="#">risk system</a>. A summary of the current Strategic risks has been provided at <b>Appendix A</b>. Committee were satisfied that the strategic risks covered the range of risks the organisation is facing at the present time, taking into account the changes in the operating environment, particularly the significant change in relation to the new Consumer Standards which was reflected in the NHF Code of Governance Self-Assessment Action Plan.</p> <p>1.3 Corporate Assurance undertook a review of our annual self-assessment to measure compliance against the NHF Code of Governance standards, which concluded a substantial assurance opinion with no findings or implications raised as part of the review. The 2023-24 self-assessment, with action plan, was reviewed by Audit &amp; Risk Committee on 18 April 2024. Committee queried if resources were in place to deliver the amount of activity scheduled for April. Committee were informed this wasn't as a result of the self-assessment and was scheduled to take place in any case in line with the start of the new financial year.</p> <p>1.4 A zero-based review of the Risk Appetite was undertaken by Board on 23rd February 2023. Audit &amp; Risk Committee were asked to review the Risk Appetite Statement at the 18 April Committee meeting (<b>Appendix B</b>) to ensure it is still fit for purpose and did not make any recommendations for any changes to Board. A full facilitated review of the appetite will be undertaken in 2025.</p>
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	<p>1.5 Customer Voice/Impact:</p> <p>The aim of the review of risks is to scrutinise the internal risk management system and therefore customer views are not sought for this report. A number of risks and mitigations arising from reviewing our risks seek to enhance the customer voice.</p>
<p><b>2. Recommendations</b></p>	<p>It is recommended that Board:</p> <ul style="list-style-type: none"> <li>i. Review and comment on the Quarterly Risk Update.</li> <li>ii. Review and comment on the Strategic Risks.</li> <li>iii. Approve the current version of the Risk Appetite Statement to ensure it remains fit for purpose until the review in 2025.</li> </ul>

### 3. Background

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

### 4. Current Position/Issues for Consideration

#### 4.1 Strategic Issues and Concerns

4.1.1 This report focuses on the Strategic Issues and Concerns Register, but Audit & Risk Committee were also asked to review and comment the Operational and Fraud issues and concerns registers, all available to view on the [risk system](#).

4.1.2 The front page of the Strategic Register contains the headline details of each issue and concern to ensure they:

- i) Are visibly linked to the risk appetite.
- ii) Are visibly linked to the current RSH Risk Profile 2023, having been cross-referenced to ensure all risks which are relevant to Berneslai Homes have been captured.
- iii) Are visibly linked to the Governance Domains (High level strategic risk areas).
- iv) Follow the evolving level of concern, identifying where we are less, more or same concerned about a particular issue or concern since the previous review.

4.1.3 A summary of the current Strategic risks has been provided at **Appendix A**, with full details of mitigations available on the linked [risk system](#).

#### 4.2 NHF Code of Governance

4.2.1 We committed to the National Housing Federation (NHF) Code of Governance in 2021 and carried out an in-depth assessment. Each year following, we continue to undertake an annual self-assessment against the Code, which is then reviewed annually by Corporate Assurance.

- 4.2.2 Corporate Assurance undertook a review of our annual self-assessment in February 2024 to measure compliance against the NHF Code of Governance standards, which concluded a substantial assurance opinion with no findings or implications raised as part of the review.
- 4.2.3 The 2024-25 action plan was reviewed by Audit & Risk Committee in April. The full 2023-24 self-assessment is available on [Decision Time Resources](#).

### **4.3 Risk Management Framework Update**

- 4.3.1 A zero-based review of the Risk Appetite was undertaken by Board on 23rd February 2023. Following Board feedback, the refreshed Statement was approved by Board on 23rd May 2023. The Risk Appetite Statement defines the extent to which risk is encouraged and tolerated across Berneslai Homes. It acknowledges a range of risk appetites for different areas of risk and provides Board with a consistent framework of assurance that effective control measures are in place. Audit & Risk Committee were asked to review the Risk Appetite Statement at the 18 April Committee meeting (**Appendix B**) to ensure it is still fit for purpose and did not make any recommendations for any changes to Board. A full facilitated review of the appetite will be undertaken in 2025.
- 4.3.2 The 2 Operational risks identified as requiring a 'Critical Response' were escalated to EMT for review and recommendations on 12th March 2024. EMT discussed and were satisfied with the current scoring, however, actions to mitigate these risks should reduce both risks to amber in the short term. These can be viewed on the [risk system](#).
- The issue of 'Increased complaints from customers' will be mitigated with additional resources.
  - The risk of that 'We don't have the mechanisms in place in time to enable us to collect landlord measures in the right way to supply to regulator' will likely reduce once the STAR survey is split.
- 4.3.3 We undertake an annual self-assessment against the Sector Risk Profile, with the latest version published in November 2023. The full 2023 assessment was approved by Audit & Risk Committee and Board in January and February 2024. The actions are monitored by Audit & Risk Committee, and are available to view in [Decision Time Resources](#).
- 4.3.4 The Annual Governance Statement Action Plan will continue to be monitored by the Governance Team with progress updates available to view in [Decision Time Resources](#).
- 4.3.5 The latest live Operational and Fraud Issues and Concerns register is available to view on the [risk system](#) – filter 'Fraud' or 'Operational' Risks.

### **4.4 Emergency Planning Update**

- 4.4.1 Named officers on the Emergency Plan attended a session on 6th March 2024 focusing on roles and responsibilities within the plan. BMBC Health and Safety also attended. The aim of the session was to discuss how Berneslai Homes responds to different types of emergencies, with and without BMBC, and what went well and where we could develop further. As a result of the session, BMBC will be providing debriefs on recent emergency responses.

## 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 following elements of the Regulatory Standard:

- Governance and Financial Viability Standard - Good governance ensures the organisation always acts in the best interests of the business. This ensures improvement of performance, unlocks new opportunities and reduces risk.

10. Other Statutory/Regulatory Compliance

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

11. Financial

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

12. Human Resources and Equality, Diversity and Inclusion

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

13. Sustainability Implications

13.1 No specific zero carbon implications from this report.

14. Associated Background Papers on Decision Time

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

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

14.3 RSH Sector Risk Profile 2023 – [Governance Handbook section](#).

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

14.5 Annual Self-Assessment against the Sector Risk Profile 2023 – [Decision Time Resources](#).

15. Appendices

15.1 Appendix A – Strategic Risks Summary.

15.2 Appendix B – Risk Appetite Statement 2023-2025.

**Appendix A - Strategic Headline Risks**

Title of Concern / Issue / Risk	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Risk Appetite	Strategic Risk Area	Governance Domain
Mould, damp and condensation	Are we keeping tenants safe by ensuring that damp, mould and condensation are not a health risk to tenants?  A letter by Michael Gove says that govt expect landlords to be undertaking assessments of: • 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  18.03.24 - Awaab's Law - consultation submission to DLUCH. Concern remains increased.	Damp, mould and condensation have become a priority risk for all landlords, especially due to tenants being unable to afford to heat their homes due to the cost of living crisis.  A letter by Michael Gove warns of the consequences of not taking responsibility and treating damp and mould seriously. The issue is prevalent in the news and tenants are fighting back  (Risk added as a result of EMT meeting 22/11/22)	Executive Director of Property Services	Actual	Actual	Critical	More Concerned ^	Sustainable Communities	Averse	Health and Safety	Health and Safety
Ability to deliver historical & in year R&M works within current financial resources available	Ability to deliver historical & in year R&M works within current financial resources available	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.	Executive Director of Property Services	Actual	Actual	Critical	Same Concerned >	Well Managed	Hungry	R&M	Regulatory Compliance
Backlogs of Planned Works	We have an accumulated backlog of planned works that we are working with contract delivery partners to try and clear throughout the 2024-25 financial year. With backlogs of work brings various risks for the organisation.	A large increase in demand and restricted funding have been the key issues.	Executive Director of Property Services	Actual	Actual	Critical	Same Concerned >	Well Managed	Cautious	Compliance	Regulatory Compliance
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).	23.01.23: Legal proceedings issued against BH re accident in a property management by BH on behalf of a private landlord (2019).	Executive Director of Property Services	Actual	Actual	Critical	Same Concerned >	Well Managed	Cautious	Compliance	Regulatory Compliance



Title of Concern / Issue / Risk	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Risk Appetite	Strategic Risk Area	Governance Domain
The HRA does not cover service requirements	Risk refreshed 05.10.22 (Zero-based risk review) <ul style="list-style-type: none"> <li>Rent caps, inflation, CPI, use of reserves, management fee</li> <li>Tenant financial hardship</li> <li>Insufficient resources to support vulnerable customers</li> <li>Pensions – impact on balance sheet</li> <li>Reduction in funding for repairs and investment in stock – PRIP impact on CS profit – reputation</li> <li>Impact on Strategic plan - resources to deliver the priorities - reputation with BMBC</li> <li>Relationship with the Council is crucial</li> <li>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.</li> </ul> <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"> <li>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.</li> <li>There was a financial overspend on Repairs and Maintenance budgets for 21-22.</li> <li>Increasing number of tenants on Universal Credit reducing rental income</li> </ul>	Chief Executive	Actual	Actual	Critical	Same Concerned >	Well Managed	Averse	Costs and Inflation	Financial Management
The cost-of-living crisis is impacting tenants and our communities	New risk added 05.10.22 (Zero-based risk review) <ul style="list-style-type: none"> <li>Condition of homes – changing behaviours</li> <li>Vulnerable tenants – changing behaviours</li> <li>Rent arrears, govt policy,</li> <li>Less tenant turnover – reduction in void levels</li> <li>Disrepair cases – legal costs – increasing</li> <li>Communal heating systems - affordability</li> <li>Unpredictability of tenant behaviour - increased violence and aggression towards staff, chaotic lifestyles</li> <li>Sustainability of estates – increased ASB, crime, DV</li> </ul> <p>Opportunity:</p> <ul style="list-style-type: none"> <li>Tenants may want to move to smaller accommodation, which will release family-sized properties.</li> </ul>	<ul style="list-style-type: none"> <li>Cost of Living</li> <li>Reduced funding</li> <li>More support needs</li> </ul>	Exec Dir Customer & Estate Services and Exec Dir of Property Services	Actual	Actual	Critical	Same Concerned >	Sustainable Communities	Averse	Delivering Services to Tenants	Asset Management (Estates and non-IT equipment)
Business continuity	New risk 10.10.22 (Zero based risk review) <ul style="list-style-type: none"> <li>Are we prepared for industrial action / civil unrest, power cuts, services going down, another virus outbreak?</li> <li>Are we prepared for a cyber attack</li> <li>Are we prepared for climate change – heat, fires, floods</li> <li>Impact on business, staff and tenants</li> </ul> <p>22.11.23: Increased response level due to increased risks e.g. cyber attacks in the sector and recent floods.</p>	Are we prepared for potential impact of disaster situations to operations?	Chief Executive	Potential	Potential	Critical	Same Concerned >	Well Managed	Averse	Delivering Services to tenants	Business Continuity and Emergency Resilience
Vulnerability of in-house and third party systems to cyber attack	<ul style="list-style-type: none"> <li>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.</li> <li>This could lead to, amongst others, financial loss, fines, regulator intervention, inability to deliver services, reputational.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Legislation in place which means risk management is crucial.</li> </ul> <p>24.11.23: More news of cyber attack risks due to current economic and political crisis.</p>	Executive Director of Corporate Services	Potential	Potential	Critical	Same Concerned >	Well Managed	Averse	Data and Cyber Security	Information Governance/ Security

Title of Concern / Issue / Risk	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Risk Appetite	Strategic Risk Area	Governance Domain
Reduction in customer satisfaction	New risk 10.10.22 (zero based risk review) - Incorporating 'Ability to meet statutory duties and tenant expectations as a result contact centre performance' and 'Customers unable to access repairs services online effectively'. <ul style="list-style-type: none"> <li>Increasing demands from customers – they require increasing support</li> <li>Increasing regulatory demands</li> <li>Reduction in funding – more with less</li> <li>Contact Centre performance – we could miss significant issues</li> <li>Customers unable to access repairs services online effectively</li> </ul> 22.11.23: Housmark mid-year TSM comparison - places BH mid quartile on most measures. This could change for year end as some of participants have rolling TSM measures. 04.04.24: Increased concern due to Backlog of works has increased complaints and reduced customer satisfaction	<ul style="list-style-type: none"> <li>Cost of living</li> <li>Planned repairs and reduced budgets</li> <li>Regulatory intervention</li> </ul>	Chief Executive	Actual	Actual	Important	More Concerned ^	Excellent Customer Services	Averse	Delivering Services to Tenants	Performance Management and Data Quality
The zero-carbon agenda is not sufficiently funded or skilled	Risk added 05.10.22 (Zero-based risk review) <ul style="list-style-type: none"> <li>Questions around the sustainability of some estates – types of homes / energy efficiency</li> <li>Difficult to maximise funding opportunities – essential partnership working with BMBC</li> <li>Requires upskilling of staff – technical skills are more expensive</li> <li>Change in behaviour required of staff and tenants</li> </ul>	<ul style="list-style-type: none"> <li>Strategic priority in line with local and national government</li> </ul>	Executive Director of Property Services	Actual	Actual	Important	Same Concerned >	Sustainable Communities	Cautious	Delivering against expectations	Asset Management (Estates and non-IT equipment)
Increase in staff mental ill health and wellbeing	New risk added 05.10.22 (Zero-based risk review) <ul style="list-style-type: none"> <li>Increased service demands, more difficult and complex cases to manage.</li> <li>Staff wellbeing is increasing sickness absence</li> </ul> 21.03.23 - report to EMT re HWB survey undertaken in Feb 23 - stats say 22% of LT sickness is linked to mental ill health - therefore reduced from critical to Important Response	The economic climate is impacting on staff wellbeing as a result of circumstances at home and also increased demands on staff due to the impact on BH services.	Executive Director of Corporate Services	Actual	Actual	Important	Same Concerned >	Well Managed	Cautious	Health and Safety	Workforce/ HR Management
Do we have the right data to make informed decisions (Data Quality)	New risk 10.10.22 (zero based risk review) <ul style="list-style-type: none"> <li>Sufficient resources to implement data strategy and action plan</li> <li>Dynamic Scheduling system.</li> <li>Not meeting customer expectations - Poor reputation and satisfaction.</li> <li>Data regarding both customers and assets.</li> </ul> 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.	<ul style="list-style-type: none"> <li>We do not currently have fully effective data quality systems in place regarding customers and assets .</li> </ul>	Chief Executive	Actual	Potential	Important	More Concerned ^	Well Managed	Averse	Delivering Services to Tenants	Performance Management and Data Quality
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.	Review of AM policy and procedures has identified some significant gaps in relation to the service area.	Head of Customer Services	Actual	Potential	Important	Same Concerned >	Well Managed	Averse	Delivering against expectations	Governance / Decision making Arrangements

Title of Concern / Issue / Risk	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Risk Appetite	Strategic Risk Area	Governance Domain
Effective preparation for regulatory inspection	Risk added 07.06.23: - Shift towards proactive rather the reactive regulation. - Removal of serious detriment test - Intro of TSMs and spotlight on landlords underperforming - Once the self assessment has been undertaken, it may create additional tasks to align to expectations.	New RSH regulatory regime - inspections effective from 1 April 2024	Executive Director of Customer and Estate Services	Actual	Potential	Important	Same Concerned >	Well Managed	Averse	Delivering against expectations	Regulatory Compliance
The health and safety of tenants and staff	Refreshed risk 10.10.22 (Zero based risk review) - amalgamated relevant parts of 'personal safety of staff' and 'Failure to meet statutory requirements in respect of property/assets including Building Safety' •Statutory H&S requirements - Safe working practices to keep tenants and staff safe •Failure to implement policies and procedures and associated communications / training. •Home working / personal safety / violence and aggression - JD 13.09.23 High value claims to BMBC / BH	Failure to comply with H&S legislation could result in injury or death and associated business risks.	Exec Dir Customer & Estate Services and Exec Dir of Property Services	Potential	Potential	Important	Same Concerned >	Well Managed	Averse	Health and Safety	Regulatory Compliance
Failure to meet increasing and changing regulatory requirements	New risk 10.10.22 (zero-based risk review) - amalgamated 'Reputational concerns due to new Regulatory approaches by the Housing Ombudsman and the Regulator for Social Housing' and 'Failure to meet statutory requirements in respect of property/assets including Building Safety' and 'Upcoming regulations to mandate smoke and carbon monoxide alarms in social homes'. •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)	A change and strengthening in regulatory approach is being implemented nationally, including the professionalism agenda (CIH).	Chief Executive	Potential	Potential	Important	Same Concerned >	Well Managed	Averse	Delivering against expectations	Regulatory Compliance
That we do not effectively embed a culture that acknowledges, promotes and celebrates the diverse talents and backgrounds of staff and tenants	Risk refreshed 10.10.22 (zero based risk review) •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	•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.	Executive Director of Corporate Services	Potential	Potential	Requires Attention	Same Concerned >	Well Managed	Averse	Delivering Services to Tenants	Workforce/ HR Management

## Appendix B - Berneslai Homes' Risk Appetite

Whilst Berneslai Homes is on a journey from being risk averse to wishing to be more open for risks, many areas are linked to compliance and must therefore be managed with less uncertainty, which is why we remain risk averse in these areas. This risk appetite statement is therefore very much a dynamic one, which we fully expect to be subject to change on a regular basis, to reflect the progress we make on our journey.

The risk drivers agreed by the Board have been created through a combination of areas of activity and strategic themes from the Berneslai Homes' Strategic Plan 2021-31 and its Strategic Concerns and Issues Register.

The table below sets out each risk driver and the risk appetite agreed for each area. Where there is shading in two boxes, the blue indicates the current position, whilst the green suggests the direction of travel, or aspirational risk appetite. Not all risk drivers have an aspirational rating; in those cases, this is because appetite is very unlikely to change over time.

Risk Descriptors 2023						
	Risk Drivers	Averse	Cautious	Balanced	Open	Hungry
1	The Customer Experience					
2	Consumer Regulation					
3	Asset management					
4	Sustainability (net zero carbon)					
5	Strategic delivery and partnership with BMBC					
6	Building Safety					
7	Health and safety					
8	Income risk					
9	Financial Stability					
10	Third/counter party risk					
11	Workforce (HR, recruitment, training etc.)					
12	Data quality and data integrity					
13	Cyber security					
14	Reputation					

### Key:

- **Averse** = avoidance of risk and uncertainty as a key organisational objective; prepared only to accept the very lowest level of risk
- **Cautious** = preference for extremely safe business delivery options that have low degrees of inherent risk and only have potential for limited reward
- **Balanced** = preference for safe business delivery options that have a degree of inherent risk and may only have limited potential reward; tending towards only modest risk exposure
- **Open** = willing to consider all potential options and choose the one that is most likely to result in success, while providing an acceptable level of reward
- **Hungry** = eager to be innovative and to choose options with potentially higher returns despite greater inherent risk.

## Berneslai Homes' Risk Appetite – narrative

The narrative in the table below expands further on each risk driver, and sets out the rationale for the selection of the risk appetite in that particular area. It is important that this narrative is considered when using the Risk Appetite Statement to inform decision-making, as there are some carefully nuanced and balanced considerations to take into account.

### Risk Descriptors

	Risk Driver	Appetite (current)	Appetite (aspirational)	What this means to Berneslai Homes (BH)
1	<b>The customer experience</b>	Averse	Cautious	<p>Berneslai Homes is committed to providing a good quality service to all our customers. We are a listening organisation, valuing and encouraging feedback from customers, working together to continuously improve services. Customer perception and experience of the services we deliver are the best source of feedback to shape future service improvement. There are occasions when, for various reasons, someone may be dissatisfied with the level or standard of service that they have received. We aim to ensure that there is an established and effective way in which compliments, complaints or suggestions are dealt with positively and consistently.</p> <p>BH is on a continuous journey in terms of customer service. Whilst we want to be innovative in finding the best solutions for great service, we are unwilling to take risks that may negatively impact way that we deliver to our customers. Proactive solutions include the Repairs First project; however, we will not exclude more traditional forms of service delivery (phone, face-to-face). BH accepts that in some areas of customer service delivery it does not have full control (e.g., contact centre) which limits the amount of risk it can take.</p> <p>BH is committed to the new professionalism agenda and will continue to embed a culture of customer first, ensuring all staff have the skills to interact with customers in an exemplary way.</p>

	<b>Risk Driver</b>	<b>Appetite (current)</b>	<b>Appetite (aspirational)</b>	<b>What this means to Berneslai Homes (BH)</b>
				BH acknowledge that we must manage customer expectations and focus on ensuring we deliver what we say we can deliver and be open about what we can do with the resources we have available.
2	<b>Consumer Regulation</b>	Averse	n/a	<p>Some very tragic circumstances in housing have rightly led to the government focus to improve housing services across the UK. The new Social Housing legislation will bring about one of the most fundamental changes to social housing regulation for over a decade. It will set new expectations on the services that we provide for our tenants and give the regulator stronger powers to hold us to account. The new Consumer Standards will change the current framework and the Housing Ombudsman has greater powers to challenge and enforce. BH has more challenging targets to meet, including the implementation of the Tenant Satisfaction Measures TSMs. BH must be open and transparent with all stakeholders on our progress and any challenges.</p> <p>The BH Board will have new performance measures in place to enable them to effectively challenge and scrutinise. Board is fully aware of its responsibilities and uses its knowledge, skills and experience to monitor compliance on a regular basis. 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.</p>
3	<b>Asset management</b>	Cautious	Balanced	Berneslai Homes' Asset Management Strategy 2021-2026 was co-designed with BMBC. BH has the challenge of making our stock more sustainable by investing in properties and reducing the need for repairs. Data quality is essential to inform the Asset Management Strategy. We have a target of 100% stock condition and EPC data by March 2024. There is a need for BH to invest appropriately in its assets, but only where those assets are viable in the future.



	<b>Risk Driver</b>	<b>Appetite (current)</b>	<b>Appetite (aspirational)</b>	<b>What this means to Berneslai Homes (BH)</b>
				The approach is a cautious one as BH have ongoing and new challenges to meet, such as achieving Decent Homes across our stock, supply chain sustainability, damp and mould, retaining a skilled workforce, alongside increasing statutory obligations. BH must work with BMBC to influence funding for regenerating the borough and BH is ambitious in considering innovative solutions.
4	<b>Sustainability (net zero carbon)</b>	Cautious	Balanced	Berneslai Homes' Sustainability Strategy 2022-2027 is an ambitious zero carbon plan developed in line with BMBC sustainability targets. BH is cautious with the risk of early adopting building and heating technology without knowing enough about how it will evolve and whether it will still be sustainable in the future. However, if we're too cautious for too long, we may risk falling behind and therefore aspire to have a balanced appetite.
5	<b>Strategic delivery and partnership with BMBC</b>	Balanced	Open	BH is closely aligned with BMBC. There is a good, balanced working partnership in place, and it is imperative to maintain this, hence the Balanced appetite. BH is prepared to innovate where it is right for the customers we serve. Innovation must be appropriate to the BH and BMBC mission and objectives. Where there is clear community benefit, we are prepared to be innovative and invest.
6	<b>Building Safety</b>	Averse	n/a	The Building Safety and Fire Safety Acts have increased the legislative challenges around building safety. The BH Board is fully aware of its responsibilities and uses its knowledge, skills and experience to monitor compliance on a regular basis. 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 seek contract certainty and understanding of all key terms before signing. We have zero tolerance for failure to meet deadlines set by regulators.
7	<b>Health and safety</b>	Averse	n/a	BH has a zero-tolerance approach to non-compliance with all aspects of health and safety. This includes its workforce, contractors, partners, customers and the

	Risk Driver	Appetite (current)	Appetite (aspirational)	What this means to Berneslai Homes (BH)
				general public. BH will always seek 100% compliance with health and safety legal requirements and is not willing to take any risks in this area.
8	<b>Income risk</b>	Averse	n/a	BH is financially dependent on the management fee it receives annually from BMBC and is averse to doing anything which puts this income at risk. Likewise, it has a keen maximise its income which is then used to pay for services to tenants by focusing on rent collection, service charges, leaseholder service charges and recharges and minimising rent lost through void processes.
9	<b>Financial Stability</b>	Averse	n/a	BH's overriding imperative is to remain financially viable, therefore it is risk averse when it comes to the strategic management of its finances. Financial performance relies on meeting budgetary targets and PRIP targets. BH have a responsibility to run a business that is aligned with our plans, which may require us to draw more from BMBC to manage those demands. BH and BMBC need to continue to have sensible conversations about budget. Whilst BH does not have to comply with the RSH's VFM Standard, it wishes to be mindful of it and takes a risk averse approach to VFM in that it seeks to maximise local, social value and impact in Barnsley for the money it spends there.
10	<b>Third/counter party risk</b>	Cautious	n/a	BH takes a cautious approach to the contracts it has in place with third parties. If a third party were to cease operating, tenants could potentially be put at risk. Safe delivery of contracts is paramount. BH is more open to risks when it comes to new opportunities with third parties. The current economic environment has increased the risks in supply chain, so BH must ensure we have a Plan B. We may need to look at longer term partnerships. We may need to bring some services in-house to deliver effectively. The procurement rules are changing and there is currently no certainty around what the new rules will mean for BH.
11	<b>Workforce (HR,</b>	Cautious	Balanced	Increased regulatory challenges and ongoing issues with skills shortages is putting pressure on the workforce. Recruitment to specialist posts is more difficult.



	<b>Risk Driver</b>	<b>Appetite (current)</b>	<b>Appetite (aspirational)</b>	<b>What this means to Berneslai Homes (BH)</b>
	<b>recruitment, training etc.)</b>			BH is hungry to improve its approach to training, education and skills in line with the new professionalism agenda. There is uncertainty of what housing qualifications the government will expect of housing employees in the future. BH is risk averse around legal compliance on HR matters.
12	<b>Data quality and data integrity</b>	Averse	Cautious	<p>Data quality has a significant impact in decision making. It is essential for sustainability, innovation, service provision, health and safety and performance monitoring, and much more. There is opportunity inherent in having good data. It has also become a priority regulatory concern. BH are on a journey to achieving effective collation of data, as referred to in the appetites for Asset Management, Customer Experience and Consumer Regulation.</p> <p>BH aims to use proven methods when it comes to ICT. We have a low tolerance of ICT outages and have effective and tested Business Continuity Plans in place to respond to outages of 3 hours or more. IT, however, is an enabler of service delivery, and in that sense, there is more appetite for taking risks, such as the new Repairs First project. There is so much data available and we have a strong responsibility to be stewards of that data. We have zero tolerance for the loss or compromise of personal/sensitive data.</p> <p>The UK Housing Data Standards aim to support the housing sector to improve its data and overcome current challenges by increasing data governance, improving performance and streamlining regulatory reporting in social housing.</p>
13	<b>Cyber security</b>	Averse	n/a	Cyber security is a global issue with increasing risks of such areas as malware and ransom attacks. BH must understand and prioritise controls and assurance, which are reported to the Audit and Risk Committee. BH with BMBC undertake resilience exercises on cyber-attacks. Expertise on this area sits with BMBC.
14	<b>Reputation</b>	Averse	n/a	BH holds dearly its reputation as an excellent provider of management and other services in Barnsley, as a key partner of BMBC and as an employer. We fully accept that there will be reputational challenges given the nature of our business,

	<b>Risk Driver</b>	<b>Appetite (current)</b>	<b>Appetite (aspirational)</b>	<b>What this means to Berneslai Homes (BH)</b>
				and we will look to fully understand and mitigate these challenges. We have a low appetite for reputational risk generally, in all areas of the business. We aspire to high standards of corporate governance and legal compliance, have zero tolerance for serious injury or death caused by H&S failure, and seek to avoid any legal action against the organisation.

<b>Report Title</b>	<b>Berneslai Homes Annual Investment Strategy 2024/2025</b>	<b>Confidential</b>	No
<b>Report Author</b>	<b>Head of Finance</b>	<b>Report Status</b>	For Approval
<b>Report To</b>	<b>Board – 30 May 2024</b>	<b>Officer Contact Details</b>	Ed Long edwardlong@berneslaihomes.co.uk

<b>1. Executive Summary</b>	<p>The attached report sets out the Annual Investment Strategy and Policy Statement prepared by the Council’s Treasury Management Team and is presented to the Board for their discussion, comment, and approval.</p> <p>The report sets out the organisation’s investment priorities for the forthcoming year and the parameters that officers will operate within.</p> <p>The attached report covers: -</p> <p><b>Section 2</b> Investment priorities  <b>Section 3</b> Strategy  <b>Appendix A</b> Scheme of delegation  <b>Appendix B</b> Policy Statement  <b>Appendix C</b> Creditworthiness Policy  <b>Appendix D</b> Summary of cash management qtr. 3 and an investment portfolio overview.</p> <p>Audit Committee considered the report on 18 April 2024, and BMBC Treasury Management were present. Audit Committee recommended that the Investment Strategy be approved by the Board.</p>
<b>2. Recommendation/s</b>	<p>Audit Committee recommend that Board approve the following: -</p> <ul style="list-style-type: none"> <li>• The Investment Strategy.</li> <li>• The investment limits set out at paragraph 3.4.</li> <li>• The instruments list set out at paragraph 3.9</li> <li>• The scheme of delegation outlined in Appendix A and the policy statement outlined in Appendix B.</li> </ul>

## Report of the Director of Finance, Barnsley MBC

Report to Berneslai Homes Audit and Risk Committee: 18 April 2024

### ANNUAL INVESTMENT STRATEGY AND POLICY STATEMENT 2024/25

#### 1. INTRODUCTION

1.1 This document has been prepared with regard to the following statutory guidance which provides a best practice framework for the organisation to operate within:

- **Statutory Guidance on Local Government Investments (3<sup>rd</sup> Edition)** - the Department for Levelling Up, Housing and Communities (DLUHC), and
- **Treasury Management in the Public Services (2021 Edition)** - the Chartered Institute of Public Finance and Accountancy (CIPFA).

1.2 In broad terms it sets out the following:

- The organisation's investment priorities for the forthcoming year; and
- The parameters that officers will operate within.

#### **Recommendation**

1.3 The Board is asked to approve the following:

- **the investment limits set out at paragraph 3.4;**
- **the instruments list set out at paragraph 3.9;**
- **the scheme of delegation outlined in Appendix A, and**
- **the policy statement outlined in Appendix B.**

#### 2. INVESTMENT PRIORITIES

2.1 The purpose of this investment strategy is to ensure that any surplus cash is invested prudently. As such the organisation has adopted the following investment priorities in line with best practice:

- **Security** - protecting the funds invested from loss;
- **Liquidity** - ensuring the funds invested are available when needed; and
- **Yield** - seeking optimum returns consistent with the above priorities.

2.2 The following section sets out the how the organisation will address each of these priorities.

### 3. STRATEGY

#### **Context**

3.1 This section covers the key risks to delivering the organisation's investment priorities and outlines the recommended approach to mitigating these risks.

#### **Credit and Counterparty Risk (Security)**

3.2 This is the risk of a third party being unable to meet its contractual obligations to the organisation, which put simply is the risk of default on any principal or interest payable. This would clearly have a detrimental impact on the organisation's resources.

3.3 In order to mitigate this risk, the organisation maintains a list of approved investment counterparties\* and limits based on the creditworthiness service provided by Link Group (the Council's treasury management advisors). Further details on this creditworthiness service are provided in Appendix C.

*\*Whilst there is no definitive list of counterparty names within this strategy, those currently used by the organisation are set out in Appendix D.*

3.4 In addition, investment counterparties will be assessed against the minimum long-term credit ratings specified in the table below (a credit rating is essentially an assessment of an organisation's likelihood of default):

<b>Approved Counterparties</b>	<b>Minimum Long-Term Rating (Fitch or Equivalent)</b>	<b>Maximum Amount</b>	<b>Maximum Duration</b>
UK Government	AA-*	Unlimited	1 year
Barclays Bank PLC <i>(the organisation's own bank)</i>	A	£3.5M	Overnight
Banks	A+	£1.5M (per group)	1 year
	A		6 months
	A-		100 days
Building Societies	A	£1.5M	6 months
	A-		100 days
Local Authorities	AA-*	£1.5M	1 year
Money Market Funds	AAA	£2.5M (per fund)	Overnight**

*\* Not all Local Authorities are separately rated, but they are deemed to be in line with the UK Government reflecting the likelihood of intervention in the event of severe financial difficulty.*

*\*\*Money Market Funds may be invested for longer periods than overnight, however funds can be withdrawn daily if required.*

3.5 It is recommended that the maximum amount permitted in Barclays be increased in 2024/25 to assist with the organisation's cashflow and minimise liquidity risk. This is an increase to a £3.5M maximum balance (up £1M from

£2.5M maximum in 2023/24) and will be kept under review during the financial year (see Appendix C for further details).

- 3.6 Where an entity no longer meets the above criteria it will be downgraded or withdrawn from the approved list immediately, and consideration will be given to recalling or selling any existing investments with the affected counterparty where there is no material cost to the organisation.

### **Diversification (Security)**

- 3.7 The investment limits set out in paragraph 3.4 seek to diversify the organisation's investment portfolio to avoid too much concentration in one institution. Diversification of investments is of paramount importance in order to allow for the potential of a financial institution failing in future.
- 3.8 Investments are currently spread between the Barclays current account and several Money Market Funds (MMFs). Officers will continue to evaluate alternative investment options that meet the principles of security, liquidity and yield. Other institutions may be utilised if they are deemed appropriate and agreed with the Director of Corporate Services for Berneslai Homes.

### **Price Risk (Security)**

- 3.9 This is the risk of a reduction in value of funds invested due to an adverse change in market conditions. In order to mitigate this risk, the organisation maintains a list of approved instruments which officers can invest in, based on existing knowledge or experience of the product and advice from Link Group. The Board is asked to approve the instruments list set out below:

<b>Approved Instruments</b>
Interest-bearing bank accounts
Fixed term deposits
Callable deposits
AAA Money Market Funds

- 3.10 Any proposals for the use of new investment instruments will be agreed with the Director of Corporate Services for Berneslai Homes and advice will be sought from Link Group prior to making any decisions.

### **Legal and Regulatory Risk (Security)**

- 3.11 This is the risk that Berneslai Homes - or an organisation which it is undertaking treasury management activities with - fails to act in accordance with its legal powers or regulatory requirements, causing reputational damage and / or resulting in financial loss.
- 3.12 In order to mitigate this risk, the organisation adopts the recommendations of the statutory guidance and receives professional advice through Link Group.

Officers attend regular training updates to keep up to date with the latest developments and regulatory changes.

### **Liquidity Risk**

- 3.13 This is the risk that cash is not available when needed to meet the organisation's spending commitments, causing reputational damage, compromise service objectives and potentially lead to additional unbudgeted costs.
- 3.14 In order to mitigate this risk, the organisation will maintain an appropriate balance of liquid funds (in line with the DLUHC investment guidance), through the use of MMFs and instant access accounts. MMFs are pooled investment vehicles which diversify investment risk and provide a high degree of liquidity by offering immediate access to funds. The Barclays current account balance fluctuates according to the organisation's cash flow and is monitored on a daily basis. Officers determine when funds should be transferred into or out of the current account based on knowledge of daily and monthly cash flows. The maximum amount to be invested with Barclays Bank Plc is detailed in paragraph 3.5).
- 3.15 As shown in Appendix D, all of the organisation's investments are currently liquid (i.e. available the same day) thus virtually eliminating liquidity risk.

### **Yield**

- 3.16 The pursuit of optimum returns is a secondary priority to security and liquidity. This is particularly important in a period of significant political and economic uncertainty and the organisation continues to maintain a low-risk appetite for investments.

**Scheme of Delegation**

**The Berneslai Homes Board will:**

- Receive and review reports on investment policies, practices and activities;
- Approve the annual investment strategy; and
- Approve amendments to the adopted clauses within the investment strategy and policy statement.

**The Audit Committee will:**

- Scrutinise and make recommendations to the Board on the investment strategy and policies;
- Monitor the implementation of policies and practices; and
- Receive and review regular monitoring reports.

**The Council's Treasurer will:**

- Recommend clauses and investment policy / practices for approval, reviewing these regularly and monitoring compliance;
- Submit regular investment policy reports;
- Review the performance of the Council's treasury management function; and
- Ensure the adequacy of treasury management resources and skills, and the effective division of responsibilities within the Council's treasury management function.



**Policy Statement**

The authority for the management of Berneslai Homes' cash balances is delegated to the officers of the Council.

Operational procedures for the management and investment of Council funds are contained within the Treasury Management Practices (TMPs) document, which is prepared in accordance with the CIPFA Code of Practice for Treasury Management. The same procedures are applied to the management of Berneslai Homes' funds.

Taking the above into account, the 2024/25 Berneslai Homes investment policy has been developed to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the organisation's risk appetite.

Any amendments to this policy, or new investment opportunities, will be agreed with the Director of Corporate Services for Berneslai Homes prior to making any decisions.

**Performance Reporting**

A quarterly summary of investment balances and performance will be provided to the Director of Corporate Services for Berneslai Homes (as set out in Appendix D).

### **Creditworthiness Policy**

As stated in section 3 of the report, Berneslai Homes applies the creditworthiness service provided by Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of individual counterparties are supplemented with the following overlays:

- "Watches" and "Outlooks" from the three main credit rating agencies;
- CDS spreads that may give early warning of likely changes in credit ratings;
- Sovereign ratings to select counterparties from only the most creditworthy countries.

All credit ratings will be monitored weekly, and officers will be alerted to changes to ratings of all three agencies through its use of Link's creditworthiness service. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

Sole reliance will not be placed on the use of this external service. Officers will also use market data and market information, as well as information on any external support for banks to help support its decision-making process.

### **The Organisation's Own Bank**

The Barclays Flexible Interest-Bearing Current Account (FIBCA) continues to be used by treasury staff to effectively manage daily cash. The FIBCA also generates an annual interest payment.

Barclays currently meets the minimum credit criteria (A-). Even if the bank's credit rating falls below A-, the bank will continue to be used in the immediate future for short term liquidity requirements and business continuity arrangements.

An individual limit of £3.5M applies to Barclays in order to meet the organisation's cash flow requirements.

APPENDIX D



Berneslai Homes

Q3 Investment Report

2023–24

## Investment Portfolio Overview

The balance held with each fund / counterparty as at 31<sup>st</sup> December 2023 was as follows:

### **Fund Balance as at 31.12.2023**

FUND NAME	Type of Investment	Credit Rating	Period Closing Balance
Barclays Bank Plc	Current Account	A	£2,155,331.37
Aberdeen Standard Liquidity Fund (Lux) - Sterling Fund (Class K3)	Money Market Fund	AAA	£570,000.00
BlackRock Institutional Sterling Liquidity Fund (Core)	Money Market Fund	AAA	£10,000.00
Fidelity Institutional Liquidity Sterling Fund (Class A)	Money Market Fund	AAA	£17,083.58
Goldman Sachs Sterling Liquid Reserves (Institutional)	Money Market Fund	AAA	£10,000.00
Invesco Sterling Liquidity Portfolio (Institutional)	Money Market Fund	AAA	£10,000.00
Morgan Stanley Sterling Liquidity Fund (Institutional)	Money Market Fund	AAA	£10,000.00
SSgA Sterling Liquidity Fund (Institutional)	Money Market Fund	AAA	£10,000.00
£ GBP Totals			£2,792,414.95

## Security of Investments

Cash balances have been spread across several counterparties in order to limit credit risk. The average balance held with each fund / counterparty during the quarter was as follows (further information is available on request). All investments made during the quarter were compliant with the approved Berneslai Homes investment strategy for 2023/24:

### **Average Balance Q3**

FUND NAME	Type of Investment	Investment Limit	Days Invested	Average Daily Balance
Barclays Bank Plc	Current Account	£2.5M	92	£922,435.86
Aberdeen Standard Liquidity Fund (Lux) - Sterling Fund (Class K3)	Money Market Fund	£2.5M	92	£480,000.00
BlackRock Institutional Sterling Liquidity Fund (Core)	Money Market Fund	£2.5M	92	£89,239.13
Fidelity Institutional Liquidity Sterling Fund (Class A)	Money Market Fund	£2.5M	92	£927,050.06
Goldman Sachs Sterling Liquid Reserves (Institutional)	Money Market Fund	£2.5M	92	£45,217.39
Invesco Sterling Liquidity Portfolio (Institutional)	Money Market Fund	£2.5M	92	£1,488,152.17
Morgan Stanley Sterling Liquidity Fund (Institutional)	Money Market Fund	£2.5M	92	£897,934.78
SSgA Sterling Liquidity Fund (Institutional)	Money Market Fund	£2.5M	92	£89,239.13
£ GBP Totals				£4,939,268.53

## Liquidity of Funds

All the organisation's investments are currently held in liquid accounts / funds, meaning that cash is available on the day of request. This reflects the investment strategy approved for 2023/24.

## Average Yield

The average return on investments during the third quarter of 2023/24 was 5.26%. The average return excludes interest receivable on the Barclays current account as this is calculated on a different basis to the Money Market Funds:

### **Average Yield Q3**

FUND NAME	Average Yield Q3	Average Yield Q2	Average Yield Q1
Aberdeen Standard Liquidity Fund (Lux) - Sterling Fund (Class K3)	5.24%	5.04%	4.30%
BlackRock Institutional Sterling Liquidity Fund (Core)	5.23%	4.92%	4.26%
Fidelity Institutional Liquidity Sterling Fund (Class A)	5.29%	5.05%	4.30%
Goldman Sachs Sterling Liquid Reserves (Institutional)	5.23%	5.02%	4.28%
Invesco Sterling Liquidity Portfolio (Institutional)	5.32%	5.11%	4.29%
Morgan Stanley Sterling Liquidity Fund (Institutional)	5.28%	5.05%	4.31%
SSgA Sterling Liquidity Fund (Institutional)	5.26%	4.98%	4.26%
£ GBP Totals	5.26%	5.02%	4.28%

## Economic Summary 2023/24

The UK economy performed better than expected during 2023, but the outlook is currently weak, and the economy remains vulnerable to shocks. The concern for the UK continues to centre on containing inflation alongside avoiding recession within a stagnant economy. CPI inflation fell to 3.9% in November; a bigger than expected fall and a sign of easing in domestic inflationary pressures. However, the latest forecasts are for the recent downward trends in CPI to stall over the next few months before starting to decline more decisively again in February 2024.

Interest rates are a key driver of the Council's treasury management activities and are closely monitored by officers. As shown below, the latest view (as at 8<sup>th</sup> January 2024) is that the Bank Rate has reached its peak at 5.25%, with a first rate cut to 4.75% in Q3 2024, to be followed by further cuts through 2024 and 2025. As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts and officers will continue to work with our treasury advisors to closely monitor interest rate forecasts.

*Latest Interest Rate Projections (provided by Link Group & Capital Economics as at 08.01.2024)*

	<b>Latest</b>	<b>Mar-24</b>	<b>Sep-24</b>	<b>Mar-25</b>	<b>Sep-25</b>	<b>Mar-26</b>	<b>Sep-26</b>
<b>UK Base Rate ~ Link Group</b>	5.25%	5.25%	4.75%	3.75%	3.00%	3.00%	3.00%

## Investment Performance to date and outlook for 2023/24

The organisation's investment priorities remain security and liquidity, with the pursuit of higher returns being a secondary objective. Officers continue to invest with high quality counterparties in line with the criteria set out within the annual investment strategy. Crucially, the organisation's capital has been preserved and no investments are considered to be at risk.

Cash balances at the end of quarter 3 were lower than usual, due to issues concerning delayed payments and the timing of income received by the organisation. Officers have put steps in place to resolve this and ensure that liquidity issues do not adversely affect the organisation's cashflow.

The organisation's investments have returned £71,119.72\* during the third quarter of 2023/24 (£61,691.41\* during Q2 and £42,381.69\* during Q1 2023/24). The investment interest forecast for the 2023/24 financial year is currently estimated in the region of £250,000, this is subject to interest rate movements in the final quarter.

Officers continue to monitor the organisation's Money Market Funds on a regular basis and to date the funds have operated well. Capital has been preserved during the year and investments continue to be placed on an instant access basis in order to manage the organisation's cash flows.

Security as always, remains the priority for treasury management and this will continue in line with the 2023/24 investment strategy.

*\* Excludes a proportion of interest receivable from the Fidelity MMF and the Barclays current account.*



Creating great homes and communities  
with the people of Barnsley

<b>Report Title</b>	2023/24 Performance Summary	<b>Confidential</b>	No
<b>Report Author</b>	Executive Director Corporate Services	<b>Report Status</b>	For Information
<b>Report To</b>	Board 30/05/2024	<b>Officer Contact Details</b>	<a href="mailto:Sarahdrafz3@berneslaihomes.co.uk">Sarahdrafz3@berneslaihomes.co.uk</a>

<b>1. Executive Summary</b>	<p>This report presents an assessment of Berneslai Homes' performance for 2023/24. The report also includes an update against the Annual Business Action Plan.</p> <p>Key performance highlights for 2023/24 include:</p> <ul style="list-style-type: none"> <li>• 100% compliance across the five building safety Tenant Satisfaction Measures (TSMs); gas, asbestos, fire, lift and water safety,</li> <li>• The number of successful Hardship Fund applications awarded,</li> <li>• Rent collection performance.</li> </ul> <p>Key areas of focus for the year include:</p> <ul style="list-style-type: none"> <li>• Stage one complaints responded to in target timescales,</li> <li>• Void rent loss.</li> </ul> <p>Customer Services Committee were assured that appropriate measures were in place to address areas of under-performance; members discussed complaints in detail and were comfortable with the plan in place to address this, however, did raise concern and asked that this is monitored and reviewed throughout the year by EMT.</p> <p>Staff satisfaction was also discussed by Customer Services Committee Members. They were advised the staff survey was issued following a period of extensive organisation change. And it was felt this had impacted the figures. Committee were assured that an action plan is in place to improve staff satisfaction.</p>
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<b>2. Recommendations</b>	<p>2.1 Board is asked to consider year end 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>
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### 3. Background

- 3.1 Berneslai Homes' performance is measured so that we can monitor the success of our Strategic Plan commitments, see how well areas of the business are doing and see the difference we are making to our customers. On a quarterly basis a report showing company performance against the suite of KPIs is scrutinised at Customer Services Committee.
- 3.2 We have 43 KPIs for 2023/24, they are segmented into the TSM Pulse, the Council Pulse and the Company Pulse. Performance is red/amber/green (RAG) rated against annual targets.
- 3.3 Annual performance targets and RAG tolerances for KPIs are agreed with EMT and where appropriate with the council. We moved away from a standard 10% point amber RAG tolerance, instead setting individual tolerances to reflect the variety and range of KPIs we monitor and considering risk.
- 3.4 At 2023/24 year end performance for 12 KPIs were reported as green (met or exceeded target), seven KPIs were rated as amber (narrowly missed the annual target) and 20 KPIs were rated as red (target not achieved). Four KPIs were not RAG rated due to benchmarking data not yet being received. Where key exceptions were identified, commentary and trend data were included in the performance report scrutinised by Customer Services Committee.

### 4. Current Position /Issues for Consideration

#### 4.1 Performance areas of strength

- Building safety: we have 100% compliance against all five of the building safety TSMs (gas, fire, asbestos, water and lift safety). We achieved 100% compliance for all building safety measures in three out of the four quarters of 2023/24.
- Apprentices: 3.64% of the workforce were apprentices a 0.39% point increase on last year, performance is rated as green against the target of 3%.



- Income: 96.25% of rent was collected as a proportion of rent owed on HRA dwellings. This is an improvement on last year's performance and is now rated as amber against the target of 97%. From 2024/25 we have adopted a standard sector approach to calculating rent collection which excludes brought forward arrears. Using this method, our collection rate for 2023/24 would have met the 97% target set.
  - Hardship fund: there were 1,521 successful Hardship Fund applications in 2023/24 (well over double the target of 666) with £489,699 in total being awarded to tenants to help with energy and food costs during the cost-of-living crisis. This was a great achievement helping to support families in hardship across the borough.
- 4.2 The performance report includes benchmarks taken from the Housemark mid-year benchmarking report which contained data to September 2023. In the main benchmarks reflect the peer group upper quartile. ASB cases and hate related ASB per 1,000 properties (NM01 1 and NM01 2) and stage one and stage two complaints per 1,000 properties (CH01 1 and CH01 2) benchmarks show the peer group median at quarter two given the annual target for these measures is to be in line with the peer group median. Housemark did not provide peer group upper quartiles for the building safety TSMs as for most providers, performance was at or almost at 100%.
- 4.3 Our performance in comparison with others in our peer group is strong and it is important to note that due to high targets set for 2023/24 some performance is rated as red, but we are performing in line with benchmarked upper quartiles. For example, TP01 Tenant satisfaction, TP03 Time taken to complete recent repair, TP04 Well maintained home and RP02 non-emergency repairs. As an organisation we strive to do the best for Barnsley, but it is important we also have an understanding of performance across the sector.
- 4.4 Areas of focus:
- CH02 1 stage one complaints response time. 76.21% of stage one complaints received in 2023/24 were responded to within the Complaint Handling Code timescales against a target of 90%. Performance has deteriorated by 16% points since the start of the financial year. This continues to be a focus for improvement. The number of stage one complaints has doubled from the previous year. The Property Services Directorate (Maintenance Team) continue to receive the highest number of complaints with 87% of the overall stage one complaints. A high number of these relate to the backlog which we have a clear plan in place to clear over the financial year. We are recruiting additional temporary resources to assist the teams in responding to the increase. It is intended that these resources will be in place before the end of quarter one. Customer Services Committee Members were comfortable with the plans in place to address complaints performance, they asked that complaints performance is closely monitored throughout 2024/25.

- Void rent loss: 1.56% of income was lost due to void properties which equates to £1,222,925.40 lost. Performance is 0.8% points (£668.6k) worse than the same period the previous year and has been impacted by an increase in the number of void properties requiring extensive works. 2024/25 budgets have been set to include clearing major voids that weren't completed in 2023/24.
- Staff sickness: at the end of 2023/24, the average number of days sick per employee was 12.39 against a target of 9 days or less. Performance is 0.27 days worse than at the same point last year. The main cause of absence was mental health accounting for 39% of all absence, followed by acute medical (21%) and minor illness (21%). Most of the absence is long term (72%). Construction Services had the highest sickness levels, followed by Customer and Estates. A quarterly spotlight report is received at SMT/EMT to highlight any trends, current position and actions. Current actions include shifting to a more proactive approach to managing absence, reviewing opportunities to attain more real-time absence data and provision of managing sickness refresher training. A proposal for a health care plan for staff is currently being developed.
- Priority calls answered in target: 73.53% of priority calls were answered in the target timescale of three minutes. Performance is rated as amber against the target of 80%. In the first three quarters of the year performance was strong however since January 2024 fewer calls were answered in target timescales which was a direct result of the new Repairs First system implementation, as was the increase in call wait times in the last two months of this financial year. This drop in performance was anticipated due to the system changes. Positively by the start of April 2024, contact centre performance is improving, however it is likely to remain behind target going into quarter one of 2024/25 as the Repairs First system is embedded.
- Staff satisfaction: 48% of staff were satisfied with Berneslai Homes as their employer. Our performance was assessed via the Investors in People (IIP) and comparable to the housing association/real estate peer group median. The staff survey was issued following a period of extensive organisation change. An action plan is in place to improve staff satisfaction.

4.5 The Tenant Voice Panel received the 2023/24 performance report and discussed the areas of strength and areas for improvement. They were asked for views on how we share information with tenants about our performance and the actions we are taking to improve on performance where required. Tenants were happy for us to draft some proposals; a future meeting is to be arranged to review and agree the format.

4.6 The Business Action Plan which illustrates the extent of work undertaken by Berneslai Homes to support our tenants is now included as an appendix to the performance report as a standing item.

## 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, two tenant Board representatives are members of Customer Services Committee and provide scrutiny of company performance.

## 6. Risk and Risk Appetite

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

## 7. Strategic Alignment

7.1 Our KPIs are aligned to our mission; Great place, great people, great company, which supports our vision 'Creating great homes and communities with the people of Barnsley.' We work closely with the council to ensure we align our services and Strategic Plan to meet the challenges and opportunities of their new Corporate Plan and the Barnsley 2030 vision.

7.2 The performance report links to all the Barnsley 2030 Strategic Ambitions (listed below) as it is one of the mechanisms by which we monitor our performance against plan.

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

## 8. Data Privacy

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

## 9. Regulatory Standards

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

- Governance and Financial Viability Standard
- Value for Money Standard
- Home Standard
- Tenancy Standard
- Neighbourhood and Community Standard
- Tenant Involvement and Empowerment Standard
- Tenant Satisfaction Measures Standard

9.2 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.

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. Appendix

Appendix A – 2023/24 Performance Report

# Quarterly Performance Report Year End-2023/2024



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Tenant Satisfaction Measure Pulse	3
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### GREAT PLACE

Annual Indicator  Tenant Satisfaction with Repairs	Annual Indicator  Time Taken Recent Repair	Annual Indicator  Satisfaction Home is Safe	 Gas Safety Checks
Annual Indicator  Well Maintained Home	 DHS Compliance	 Fire Safety Checks	 Asbestos Safety Checks
 Emergency Repairs	 Non-Emergency Repairs	 Water Safety Checks	 Lift Safety Checks
Annual Indicator  Positive Contribution to Neighbourhoods	Annual Indicator  Satisfaction with Communal Areas	Annual Indicator  Satisfaction with Handling ASB	 ASB Cases

#### HEADLINES

We were 100% compliant across the five Building Safety TSMs



ASB Cases Hate Incidents

### GREAT PEOPLE

Annual Indicator  Tenant Satisfaction	Annual Indicator  Listening to Tenants
Annual Indicator  Keeping Tenants Informed	Annual Indicator  Treating Tenants Fairly
Annual Indicator  Handling Complaint	 Stage One Complaints
 Stage Two Complaints	 Stage One Response Time
 Stage Two Response Time	

GREAT PLACE	
 Annual Indicator Tenant Satisfaction with Repairs	 Annual Indicator Time Taken Recent Repair
 Annual Indicator Well Maintained Home	 Annual Indicator DHS Compliance
 Emergency Repairs	 Non-Emergency Repairs
 Annual Indicator Positive Contribution to Neighbourhoods	 Annual Indicator Satisfaction with Communal Areas

YEAR END 22/23*	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	BENCH MARK**	
83.1%	75.1%					83.1%	76.0%	<b>TP02: Tenant Satisfaction with Repairs</b> Tenant Satisfaction with repairs
New	75.5%					80.4%	71.0%	<b>TP03: Time Taken Recent Repair</b> Satisfaction with time taken to complete most recent repair
New	73.8%					82%	73.8%	<b>TP04: Well Maintained Home</b> Satisfaction that the home is well maintained
0.33%	0.33%	Measured at the start and end of the year		0.09%	0.09%	0%	0%	<b>RP01: DHS Compliance</b> Homes that do not meet the Decent Homes Standard
100%	99.95%	99.70%	99.90%	99.62%	99.62%	99.5%	98.9%	<b>RP02 2: Emergency Repairs</b> Repairs completed within target timescale
New	96.74%	96.16%	96.51%	96.79%	96.79%	99.5%	95.5%	<b>RP02 1: Non-Emergency Repairs</b> Repairs completed within target timescale
New	59.6%					62%	64.0%	<b>TP11: Positive Contribution</b> Satisfaction that the landlord makes a positive contribution to neighbourhoods
New	66.0%					66%	66.0%	<b>TP10: Satisfaction with Communal Areas</b> Satisfaction that the landlord keeps communal areas clean and well maintained

\*22/23 Year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)










\*\*Benchmark is based on peer group upper quartile



GREAT PLACE	
 Satisfaction Home is Safe	 Gas Safety Checks
 Fire Safety Checks	 Asbestos Safety Checks
 Water Safety Checks	 Lift Safety Checks
 Satisfaction with Handling ASB	 ASB Cases
 ASB Cases Hate Incidents	

YEAR END 22/23*	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	BENCH MARK**	
83.4%	74.9%					83%	77.0%	<b>TP05: Home is Safe</b> Satisfaction that the home is safe
100%	100%	100%	100%	100%	100%	100%		<b>BS01: Gas</b> Gas safety checks
100%	100%	100%	100%	100%	100%	100%		<b>BS02: Fire</b> Fire safety checks
100%	100%	100%	100%	100%	100%	100%		<b>BS03: Asbestos</b> Asbestos safety checks
99.29%	99.64%	100%	100%	100%	100%	100%		<b>BS04: Water</b> Water safety checks
100%	64.92%	100%	100%	100%	100%	100%		<b>BS05: Lift</b> Lift safety checks
60.1%	48.3%					60%	55.0%	<b>TP12: Satisfaction Handling ASB</b> Satisfaction with the landlords approach to handling anti-social behaviour
39.54	10.46	24.04	33.39	46.36	46.36	In line with peer group median	30.38 Q2 peer group median	<b>NM01 1: ASB Cases</b> Anti-social behaviour cases
0.44	0.22	0.61	0.61	0.67	0.67	In line with peer group median	0.72 Q2 peer group median	<b>NM01 2: ASB Cases Hate Incidents</b> Anti-social behaviour cases that involve hate incidents

## GREAT PEOPLE

	YEAR END 22/23*	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	BENCH MARK**	
 Tenant Satisfaction	84.2%	76.8%					84%	76.0%	<b>TP01: Tenant Satisfaction</b> Overall satisfaction
 Listening to Tenants	68.1%	59.6%					68%	61.0%	<b>TP06: Listening to Tenants</b> Landlord listens to tenants views and acts upon them
 Keeping Tenants Informed	70.6%	64.5%					71%	68.0%	<b>TP07: Keeping Tenants Informed</b> Landlord keeps tenants informed about things that matter to them
 Treating Tenants Fairly	85.3%	76.9%					85%	80.8%	<b>TP08: Treating Tenants Fairly</b> Landlord treats tenants fairly and with respect
 Handling Complaint	New	43.1%					62%	31.0%	<b>TP09: Satisfaction Handling Complaints</b> Satisfaction with the landlords approach to handling complaints
 Stage One Complaints	New	9.35	19.48	29.94	45.47	45.47	In line with peer group median	19.14 Q2 peer group median	<b>CH01 1: Stage One Complaints</b> Stage one complaints relative to the size of the landlord
 Stage Two Complaints	New	1.56	3.01	5.51	7.74	7.74	In line with peer group median	2.17 Q2 peer group median	<b>CH01 2: Stage Two Complaints</b> Stage two complaints relative to the size of the landlord
 Stage One Response Time	New	88.08%	83.15%	77.40%	76.21%	76.21%	90%	85.0%	<b>CH02 1: Stage One Response Time</b> Stage one complaints response time
 Stage Two Response Time	New	100%	96.72%	97.89%	96.24%	96.24%	90%	91.0%	<b>CH02 2: Stage Two Response Time</b> Stage two complaints response time

### GREAT PLACE



EPC C or Above

#### HEADLINE

39.34% of properties had an EPC C or above against a target of 40%

### GREAT PEOPLE



Proportion of Apprentices

#### HEADLINES

3.64% of the workforce were apprentices which exceeds the 3% target.

### GREAT COMPANY



Void Rent Loss



Rent Collection



Barnsley Pound



Annual indicator

Management Fee Efficiency Target

Annual Indicator



TSM Targets

#### HEADLINES

96.25% of rent was collected against a target of 97%.

## GREAT PLACE

YEAR END 22/23*	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24
34.76%	36.28%	38.72%	38.67%	39.34%	39.34%	40%

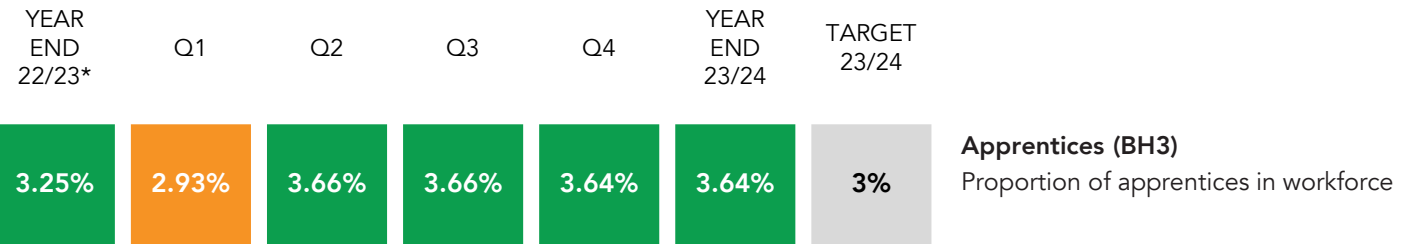
**EPC Ratings (BH5)**  
Percentage of Properties with an EPC C or above.



EPC C or Above

\*22/23 year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)

## GREAT PEOPLE



Proportion of Apprentices

\*22/23 year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)

GREAT COMPANY		YEAR END 22/23*	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	
 Void Rent Loss	 Rent Collection	0.76%	1.31%	1.24%	1.27%	1.56%	1.56%	1.05%	<b>Void Rent Loss (BH1)</b> Income lost due to void properties
		96.06%	94.87%	95.37%	96.47%	96.25%	96.25%	97%	<b>Rent collection (BH2)</b> Rent collected as a proportion of rents owed on Housing Revenue Account dwellings.
 Barnsley Pound	Annual Indicator  Management Fee Efficiency Target	66.21%	65%	67%	67%	66%	66%	75%	<b>Local Spend (BH4)</b> Spend funds locally supporting the Barnsley economy.
		Achieved	Achieved					1%	<b>Management Fee (BH6)</b> Management Fee Efficiency target as part of annual Value For Money report.
Annual Indicator  TSM Targets		New	8.3%					100%	<b>TSM Targets (BH7)</b> Meet all TSM satisfaction targets

\*22/23 year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)

## GREAT PLACE



Right First Time

### HEADLINES

At year end 74.46% of tenants felt responsive repairs were completed right first time against a target of 82%.

## GREAT PEOPLE

Annual Indicator



Staff Satisfaction



Staff Attendance



Equality Act



Minority Ethnic



HF Awarded



HF Supported

### HEADLINES

1,521 Hardship Fund applications were approved in 2023/24 against an annual target of 666.

## GREAT COMPANY

Annual Indicator



Net Promoter



Current Tenant Arrears

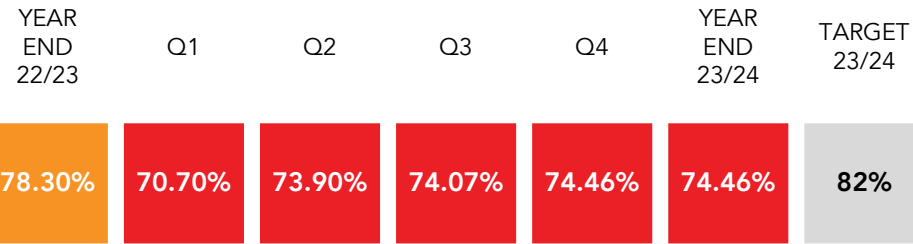


Contact Centre

### HEADLINES

73.53% of priority calls were answered in the target timescale of 3 minutes or less.

## GREAT PLACE









**Keeping properties in good repair (KPI 1)**  
Responsive repairs right first time.



Right First Time



GREAT PEOPLE		YEAR END 22/23	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	
Annual Indicator									
		<b>68%</b>	<b>48%</b>				<b>68%</b>		<b>Staff Satisfaction (KPI 2)</b> Employee satisfaction rate. My organisation is a great place to work.
Staff Satisfaction	Staff Attendance	12.12	14.28	12.20	12.01	12.39	12.39	<b>9 days</b>	<b>Staff Attendance (KPI 3)</b> Average number of days absent per full time equivalent employee.
		5.77%	4.77%	4.39%	4.76%	4.74%	4.74%	<b>8%</b>	<b>Diversity (KPI 4)</b> Percentage of staff defining under the Equality Act definition of disability.
Equality Act	Minority Ethnic	2.69%	2.56%	2.38%	2.75%	3.10%	3.10%	<b>2.7%</b>	<b>Diversity (KPI 5)</b> Percentage of minority ethnic staff in total workforce.
		New	57,872	136,937	266,753	489,699	489,699	<b>£500k</b>	<b>HF Awarded (KPI 9)</b> Hardship Fund awarded to tenants.
HF Awarded	HF Supported	New	268	550	942	1,521	1,521	<b>666</b>	<b>HF Supported (KPI 10)</b> Hardship Fund No. of successful applications.

## GREAT COMPANY

Annual Indicator



Net Promoter



Current Tenant Arrears



Contact Centre

YEAR END 22/23	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	BENCH MARK**
34.60	20.00					>34	20.4
3.51%	3.74%	3.87%	3.38%	3.74%	3.74%	3.5%	
65.03%	91.57%	78.08%	83.39%	25.36%	73.53%	80%	

### Net Promoter (KPI 6)

Likely to recommend Berneslai Homes.

### Current Tenant Arrears (KPI 7)

Percentage of Current Tenant Arrears.

### Contact Centre (KPI 8)

We will answer priority calls in less than 3 minutes (Contact Centre).

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q1	Q2	Q3	Q4
<b>Corporate Priorities</b>									
<b>Healthy Barnsley</b>	Ensure we have resources to deliver our strategic plan and provide value for money		1) Implement restructure across organisation. 2) Review of Admin teams, PMO's and IT. 3) Review success of restructure.	1) Apr 2023 2) Jul 2023 3) Mar 2024	Executive Management Team.	30/6 company restructure in place - complete  30/6 Admin and PMO review complete. IT review to be undertaken by end of Dec 23.	IT review to run alongside implementation of Reqs First and once Business as usual determined.	10/1/24 IT review to run alongside implementation of Reqs First and once Business as usual determined.	31/3/24 Temporary structure for phase 2 to be agreed at EMT. 18month structure -complete
	Cost of living- minimising hardships for staff and tenants	<b>Hearing Tenants</b>	1) Deliver BH Hardship Fund and evaluate impact.	1) Dec 2023	Executive Management Team.	30/6 23/24 fund in place (£500k). Cost of Living Champion role out to advert closing 9/6/23. Monitoring and evaluation underway.	14/9 Col. Champion in place. Close monitoring of spend and action plan in place including Home from Home winter initiative		31/3/24 Fund closed, spend on target and evaluation complete
<b>Growing Barnsley</b>	Maximising Income	<b>Growth</b>	1) Working in partnership with BMBC looking at Service Charges 2) De-pooling of rents 3) Maximising income for Construction	Throughout 2023/24	Executive Management Team.	30/6 Service Charge Review led by Council. Scope agreed. HQN appointed and review commenced.	4/9 Interim Income Manager in place; tasked with leading recovery plan to improve performance.	18/1 - Embedding change to work flow within team. Options to implement software to increase and automate outbound contact to drive up collection rates underway	31/3/24 Initial scoping meeting with Council re service charge review. Voicescape commissioned, implementation plan agreed & 'go live' 1/10/24
<b>Healthy Barnsley</b>	Customers voices are heard in our Governance arrangements.	<b>Hearing Tenants</b>	1) Develop overall approach for Board to hear the tenants voice – using best practice. 2) Ensure Board have ownership of the trends from complaints and learn from customer journey mapping. 3) Board use opportunities to meet and discuss services with tenants. 4) Board set the culture and develop culture changes for all staff.	1) Oct 2023 2) Apr 2023 3) Oct 2023 4) Oct 2023	Executive Director Corporate Services.  Board Champion	30/6 Work has commenced in this area including Away day arranged to discuss Sep 23 with TPAS, voids and estate tour for Board members, tenants voice included in all Board and Committee reports.  30/6 Complaints deep dive and journey mapping taken place at CS Committee and regular reports and discussions held at every committee– complete.  30/6 New Board member newsletter identifying opportunities for Board to meet with staff and residents.  30/6 Away day Sep 23.	14/9 - Customer Services committee to meet in community bases and extend opportunity for involved and local tenants to pre-meet. 14/9 TVP reps meet direct with BMBC (Strategic ALMO Meeting) 14/9 Accessible summary of committee and board meeting versions to be developed for Q3	18/1/24 commenced summaries from Committees and making improvements to Board pages to provide more information for customers. 18/1/24 New Board Chair taking a lead role in attending local events and customer events.	31/3/24 Committee summaries in place and improvement to Board pages. community events and customer events continue to be advertised to Board via Board newsletter and increased local presence of new chair. Now BAU.
	Modernisation of Services.	<b>Technology and Innovation</b>	1) Deliver Repairs IT project including Dynamic Resource scheduling.	Phase 1 Apr 2023 Phase 2 Jul/ Aug 2023	Executive Director of Corporate Services and One Consulting.	30/6 Delay agreed to early 2024 regular updates provided to BMBC and BH Board, as project progresses.	Go live date of Jan 24	10/1/24 Go live date 31/1/24 phase 1	31/3/24 RF Went live 15/2/24. Currently bedding phase 1 in and started planning for phase 2.
	Respond to new consumer regulatory standards and framework	<b>Hearing Tenants</b>	1) To be determined following issuing of new standards by the Regulator of Social Housing. 2) Ensure we can report on the new standards to BMBC to enable them to fulfil their landlord responsibilities.	1) Phase 1 Apr 2023 2) Phase 2 Apr 2023	Executive Director Customer and Estate Services.	17/7 - New standards not released yet.  17/7 - HQN self assessment tool to be used and completed by 30/9/23  17/7 to complete self assessment by 30/9/23	14/9 - All leads progressing well on SA's. Regulatory Board set up to include BMBC and tenant rep. Full schedule of SA presentations scheduled for Oct. 14/9 - Customer panel 21/9 focussing on regulation 14/9 - HQN attending bespoke session with EMT	18/1 Regulation Action plan reviewed and resource/financial impact currently underway. Still awaiting final version of Consumer Standards from RSH. Session with TVP to agree actions 23/1 Plan developed to raise awareness amongst members/board and wide staff Key action plan being developed to respond to an Inspection Call	Feb 24 - Regulation Ready sessions delivered to Leadership Forum and BMBC Elected Members. BMBC Cabinet and BH Customer Service Committee received update on regulation preparation and progress against action plan. Apr 24 - Commenced self assessment against published consumer standards, and spot checking of evidence. Good progress being made against actions.
	Embrace and embed the new professionalism standards for all Social Housing providers.	<b>Employment and Training/ Hearing Tenants</b>	1) Assess standards once published (core competencies v new standards). 2) Update employee specifications and PDR form in line with standards. 3) Identify and implement any training requirements including develop a management development program. 4) Undertake pilot Professional Passport in Housing Management.	1-3) Dec 2023 (pending publication of professionalism standards)  4) Jun 2023	Executive Director of Corporate Services.	30/6 Professional Passport in Neighbourhood Team commencing Jun 2023 (Kingdom Academy)	4/9 Housing Professional Passport commenced across Neighbourhoods. 18/09 The core competencies and standards have not officially been published but are expected later this year. The current guidance has been interpreted. Monthly gov.uk updates are being closed followed. 18/09 A review has been undertaken to identify all managers believed to be in scope and the qualifications they hold. Training providers to be identified for those who do not hold the recognised qualification.	15/12 a delay in publication of the standards, now not expected to be until end of 2024. Work will continue on the wider aspects of competency and conduct and preparation for professionalism. 08/01/24: Update report to go to EMT on 09/01. Professionalism to be included as a topic at Feb Leadership Development session.	02/24 Job Descriptions and Employee Specs amended (where applicable) to reflect the professionalism requirements 02/24 Two leadership team briefing sessions held to provide an update on competency and conduct standard 03/24 Drop in sessions held for those potentially in scope for the qualification element of the standard 26/3/24 BH response submitted to consultation on Competency & Conduct Standard
<b>Learning Barnsley</b>	Increase skills for the future and to ensure we achieve the ambitions in our Strategic Plan.	<b>Employment and Training</b>	1) Develop our graduate and apprentice opportunities. 2) Creative approach to opportunities and use vacancies to reassess options. 3) Obtain funding to support employment and training.	1) Mar 2024 2) Throughout 23/24 3) Dec 2023	Executive Director of Corporate Services.	30/6 ESF – Council programme linked into	4/9 - ESF Project manager tasked with identifying possible funding streams to support customers post Dec 2023. 18/09 - Hosting seven displaced Craft Apprentices via Efficiency North 18/09 - All Craft apprenticeship positions assessed when vacancies arise to identify skills gaps	15/12 ESF funding has been utilised to access training such as MHFA and MHFA Refresher Training	02/24 Graduate in Customer Services recruited and appointed to.
<b>Healthy Barnsley</b>	Improve Customer Satisfaction.	<b>Hearing Tenants</b>	1) Learn from new call handling in-time feedback. 2) Implement new Housing Management Service Model and improvement plan with focus on professionalisation agenda.	1) Sep 2023 2) Apr 2023	Executive Director Customer and Estate Services.	30/6 New 'Neighbourhoods' structure implemented 1 Apr 2023 30/6 Modernisation plan underway and on track. Professional Passport to be undertaken by all Neighbourhoods Staff 23/24	14/9 - Neighbourhoods Structures in place and embedding. HPP commenced.	18/1 Contact Centre in call feedback now received and being analysed. Contact Centre SLA due for light touch review Mar. Transaction surveys being developed and annual roll out from Apr 24	Contact Centre SLA reviewed and to be signed off 25/4/24 Full survey plan developed and subject to CSC sign off May 24. Voicescape to go live with feedback summer 24
	Increase and broaden customer engagement and feedback	<b>Hearing Tenants</b>	1) Develop Customer Portal. 2) Establish tenant Estate Champions as 'eyes and ears' in community. 3) Establish targeted local engagement plans.	1) 2023/24 2) Jun 2023 3) Dec 2023	Executive Director Customer and Estate Services.	17/7 Commenced	14/9 - demos booked from Engagement IT Platform providers. 14/9 - Transactional Survey Development Plan commenced. 14/9 - series of community engagement tour underway with positive interaction and new tenants signed up to be more involved	18/1 Insight and Engagement Strategy in draft and due for TVP consultation 25/1. Action plan developed and due for EMT sign off Mar 24. Software options expired and at procurement stage. Meeting held with TVP 12/12 and agree to review the TVP model early 24	Insight and Engagement Strategy and action plans to be approved by CSC May 24 and BMBC Cabinet in Jun 24. Voicescape to go live with transactional surveys summer 24
<b>Growing Barnsley</b>	Implement and embed new lettings Policy.	<b>Growth</b>	1) Implement New Lettings Policy. 2) Establish 1st Annual Lettings Plan. 3) Undertake VFM review of BH approach to use of hotels as Temporary Accommodation. 4) <u>Front-door market-place approach to new</u>	1) Apr 2023 2) Apr 2023 3) May 2023 4) Aug 2023	Executive Director Customer and Estate Services.	17/7 - Agreed go live date of Dec 23. Review underway	14/9 - All outbound contact for band reviews now completed. Cancelled unreturned for bands 1-5. Working through reassessments and on track to complete full review on time. 14/9 - NEC commenced rebuild of system. 14/9 Lettings Board meeting as scheduled	18/1 - Go live deferred to 1 Apr due to IT system alignments. All reviews completed	1 Apr 24 - fully live policy. Amends to be made to system by end summer -requires external NEC development still but testing commenced.
<b>Learning Barnsley</b>	200 tenants per annum supported to get ready for work.	<b>Employment &amp; Training</b>	1) Delivery of ESF funded 'Achieve' targets and generating additional profit.	1) Apr to Dec 2023	Executive Director Customer and Estate Services.	30/6 Achieve delivery on target and achieving excellent outcomes. Due to end delivery Dec 2023 upon cessation of ESF funding.	4/9 ESF project on track to meet delivery milestones 14/9 planning for closure of ESF contract (ending Dec 2023 inc final claim and report		Commencing new commission UKSPF 1/4/24. £195k; 150 participants target. team in place / recruitment underway
<b>Healthy Barnsley</b>	Meeting Building safety requirement and keeping safety as our number one priority.	<b>Keeping Tenants Safe</b>	1) C365 software to be in place. 2) Comply with the Building Safety Act on the production and compilation of Safety cases. 3) Comply with new Fire Safety Act and ensure actions from this are implemented during 23/24 to ensure compliance.	1) Dec 2023 2) Throughout 2023/24 3) Mar 2024	Executive Director Property Services.	30/6 Successful testing ongoing.  30/6 Safety cases and action plan ready Aug 2023. 30/6 Buildings to be registered Sep 2023  30/6 Completed	15/9 - All on track. Building Safety Compliance performance maintains upper quartile and requirements of the Building Safety Act, Fire Safety Act & Fire Safety Regulations being implemented within agreed target milestones.	1) C365 - All modules built and 4 areas currently running live (Electric / Legionella / Lifts / Asbestos). Fire minor issues being addressed and will be live by Jan 24. Gas cannot go live until we are using NEC as part of the original plan. We will run C365 against our current systems to ensure accuracy and fulfill audit requirements until the end of Q4. 2) Complete - Safety Cases produced for all 3 High Rise Buildings and are live documents. Penningtons re-reviewing these in Mar 24. 3) Complete	1) C365 - All modules built and currently running live apart from Gas that cannot go live until NEC is fully configured. We are now in the process of implementing asset tags on Fire Doors & the Mobile Worker App. We will run C365 against our current systems to ensure accuracy and fulfill audit requirements until the end of Q4 and review at that point. 2) Complete - Safety Cases produced for all 3 High Rise Buildings and are live documents. Penningtons re-reviewing these in Mar 24. 3) Complete
<b>Growing Barnsley</b>	Meeting future requirements of council housing in Barnsley and exploring opportunities externally.	<b>Growth</b>	1) Work with the council on the future of council housing - new build and acquisition during 2023/24.	1) During 2023/24	Executive Director Property Services.	AG liaising with NC to see how we can build new homes.		Working closely with BMBC on two key streams of new acquisitions and new build programs - RTB reserves acquisition programme & Afghan re-settlement project. Amanda Garrard continuing to liaise with Neil Copley on the future of new build.	Working closely with BMBC on two key streams of new acquisitions and new build programs - RTB reserves acquisition programme & Afghan re-settlement project. Amanda Garrard continuing to liaise with Neil Copley on the future of new build.
<b>Healthy Barnsley</b>	Data Quality - ensuring we have up to date and accurate data including our stock conditions, health and safety including damp and mould and tenants vulnerability.	<b>Keeping Tenants Safe</b>	1) Review of current data held. 2) Action Plan to collect data, to ensure accurate and up to date. 3) Collecting appropriate data to increase the accuracy of data held. 4) Arrangements in place to ensure this	1) Apr 2023 2) May 2023 3) Throughout 2023	Executive Management Team Lead	30/6 Complete 30/6 Knowing our customers project underway	14/9 - knowing our customer action plan agreed and project meetings established	18/1/24 Full roll out of Knowing Customer Project Deferred to CRM go live. Interim actions to enhance contact details and consent statements. Agreed to review/share what we already know about customers	14/04 Stock condition survey and EPC data position 84 and 78%.



Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q1	Q2	Q3	Q4
<b>Sustainable Barnsley</b>	Installation of renewable technology, carbon reduction initiatives across the stock and business.	<b>Zero carbon</b>	1) Deliver 1000 solar PV working with BMBC and Energise Barnsley. 2) Use SHDF for fabric first improvements 3) Develop plan for EPC C by 2030. 4) Reskill sessions for existing staff for retrofit opportunities.	1) Jan 2024 2) Mar 2024 3) Mar 2024 4) Mar 2024	Executive Director Property Services.	30/6 Ongoing consultation between BH/BMBC/EB Ltd. Indicative project start date Sep 2023  30/6 SHDF Wave 1 (approx. 90 properties) and 2.1 (approx. 150 properties ) to delivering fabric first "retrofit" improvements  30/6 EPC C retrofit kickstart BH/BMBC cabinet report developed to agree approach – project pilot via PRIP in year 1  30/6 Upskilling of team. Retrofit awareness, adviser and assessor training/qualifications currently being undertaken	04/9 Project likely to start now in Q3. EB Ltd to provide revised procurement and project programme. 04/9 SHDF Wave 1 (approx 70 properties) be completed Sep 23. Wave 2.1 commencing in Oct/Nov 23. 04/9 EPC C retrofit pilot commenced with Task Group monitoring progress. Compliant PAS2035 designs currently being undertaken to allow for contract partners to produce GMP for the pilot project. 04/9 Project Liaison Officers now retrofit adviser qualified. Capital Projects Officers completed DEA qualification, which now allows them to complete Retrofit Assessor quals.	04/01 Following Milestones Plan agreed between parties. Project installation commencement May 24 - complete Aug 25. 04/01 SHDF Wave 1 (approx. 70 properties) completed Dec 23. Wave 2.1 (approx. 150) commenced Jan 24. 04/01 EPC retrofit pilot Task Group monitoring progress. GMP agreed, pilot installation works commenced Jan 24. 04/01 Retrofit quals been undertaken by staff.	Currently installing Vericon IOT devices on the Mapplewell Project. Working with Aico to trial a new temperature & humidity monitoring device with no annual subscription costs. 14/04 EB 1000 solar PV project still likely to start end of Q1 2024/25 14/04 SHDF Wave 1 complete. SHDF Wave 2.1 approx. commenced to conclude Mar 2025 14/04 EPC retrofit pilot task group. 11 properties to be completed as part of PRIP to be completed for Apr 2024 14/04 - retrofit quals ongoing
	Supporting Barnsley and the wider economy and supporting the move to zero carbon.	<b>Zero carbon</b>	1) Develop Fleet vehicle EV Plan. 2) Construction Services successfully accredited to PAS 2030.	1) Apr 2024 2) Jul 2023	1) Depot and transport Manager 2) CS Head of Operations	30/6 Reviewing our plans around new BMBC active travel strategy and charging infrastructure, as well as zero emissions vehicles. This will also include suitability of depot charging facilities.  30/6 Update accreditation application submitted Pilot schemes in progress to contribute to learning and development of being accredited to PAS2030	28/09 - Working with BMBC Fleet Services to look at suitable vehicles at time of renewal. Working up options around charging infrastructure and suitability of current premises should we need to form an overnight charging setup. 28/09 - Waiting on date for accreditation assessment following submission of application. NICEIC are the body who have been assigned to evaluate our application.	19.01.24 - CS have their PAS2030 accreditation audit booked for 24,25 Jan 2024 with NICEIC - Possible visit to see pilot properties at Roper Lane.	11.04.2024 - PAS2030 Audit completed with further information requested. Information submitted awaiting evaluation of this.
<b>Healthy Barnsley</b>	Modernisation of Construction Services.	<b>Technology and Innovation</b>	1) Embedding of Dynamic Resource Scheduling system to improve efficiencies within Construction Services. 2) New Business Plan for Construction Services to ensure continuous improvement and the development of proposals from this.	1) Jan 2024 – Jun 2024 2) Plan by Apr 2023 – development throughout 2023/24	1) Managing Director Construction Services. 2) Managing Director Construction Services and External specialist input into plan.	30/6 Date changed due to Go live date delayed and reflects 6 month embedding process as per original business case.  30/6 At board for approval Sep 23. Following approval this document will hold all of CS and its corporate strategic priorities	28/09 - DRS launch date now Jan 2024. 28/09 - Business Plan Strategy at board today for approval	19.01.24 CS preparing for launch and working with all stakeholders to deliver an approach that will be as smooth as possible. 19.01.2024 - Business plan approved CS HOS to take to BH SMT end of Feb	22.04.2024 - Implementation of DRS system now live. Some issues working through with project team. 22.04.2024 - HOS taken to SMT comments forwarded to MD for consideration.
<b>Growing Barnsley</b>	Growth of Construction Services.	<b>Growth</b>	1) Construction Services to provide maintenance of PV systems on behalf of Energise Barnsley. 2) Develop and upskill CS to be able to deliver plans around EPC C	1) Mar 2024 2) Mar 2024	1) Head of Operations 2) Head of Operations	30/6 Contract in place and works started, looking at other works through Energise Barnsley  30/6 CS HOS working with all stakeholders to ensure CS are able to deliver works.	28/09 - Agreements in place and now working with Energise Barnsley, also continuing with minor adaptations to private homes via SLA with BMBC	19.01.2024 - SLA in place with Energise Barnsley (solar Repairs) & BMBC (Private adaptations) with CS delivering works through agreements with both parties. 19.09.2024 - Continue to look for other opportunities to increase CS workloads away from PRIP contract.	22.04.2024 - undertaking works through SLA with Energise Barnsley. 19.04.2024 - undergoing review of service with BMBC on private minor adaptations.
<b>Healthy Barnsley</b>	Supporting Barnsley voluntary organisations.	<b>Hearing customers</b>	1) Achieving the Social Value targets in PRIP to spend locally and provide training and employment opportunities	1) Throughout 2023/24	Managing Director Construction Services.	30/6 Monitored throughout the year on a quarterly basis and at year end full report to PRIP core group	28/09 - Various opportunities planned throughout the year to contribute to achieving this outcome	19.01.2024 - Various opportunities planned throughout the year to contribute to achieving this outcome	22.04.2024 - Social value targets recorded, various activities/opportunities to contribute to this.
<b>Healthy Barnsley</b>	Enforcing a proactive approach to damp and mould.	<b>Keeping Tenants Safe</b>	1) Policy Review – Write & Implement a new Policy. 2) Systems (NEC) – Implementation. 3) Comms – New Website Launch / review letters & leaflets / Social Media Campaign. 4) Approach – Move from reactive to proactive. 5) Delivery – Utilise external specialists. 6) Training – Tenants / Front Line Staff / Specialist MSI.	1) Apr 2023 2) Apr 2023 3) Mar 2023 4) Mar 2023 5) Apr 2023 6) Apr 2023	Executive Director Property Services.	30/6 Complete  30/6 Revised date of Jan 2024  30/6 Complete  30/6 Action plan being worked through with task group  30/6 Qest contract finalised. External consultants being utilised as required.  30/6 Ongoing via HQN	15/9 - we have a robust policy in place with a proactive approach to managing damp & mould. Recruitment of a dedicated Damp, Mould & Disrepair team is underway. We hold an effective monthly task group with tenant representation and key stakeholder engagement including BMBC colleagues from public health. We continue to follow government guidance and instil best practice within the organisation.	1) - Complete - New Damp Mould & Disrepair Manager currently reviewing the policy/procedure in line with the 'Awaabs Law Consultation' 2) - Ongoing - Go Live Date 31st Jan24 3) - Complete 4) - Ongoing, we have reduced referrals and number of reactive repairs per property in line with Housemark Median but the changes proposed in the 'Awaabs Law Consultation' will turn this on it's head within the sector and we will have to be more re-active to meet the stringent timeframes. 5) - We have Qest Mould set up as a contractor for both BH & BHCS to utilise and are working on implementing a minor works framework for specialist contractors throughout 2024-25 for DMC / Disrepair Activities. 6) - Surveyors have had the Michael Parrett Training, all front line staff have received HQN Training and we have just completed a pilot with tenants via National Open College Network and Efficiency North and are looking at social value funding options to roll this out further in the near future. Following the 'Awaabs Law Enactment', competency will be outlined and more training (HHSRS Refresher / DMC / Property Related) may be required.	1) - Complete - New Damp Mould & Disrepair Manager currently reviewing the policy/procedure in line with the 'Awaabs Law Consultation' 2) Live but still working through the RAID log 3) - Complete 4) - Ongoing, we have reduced referrals and number of reactive repairs per property in line with Housemark Median but the changes proposed in the 'Awaabs Law Consultation' will turn this on it's head within the sector and we will have to be more re-active to meet the stringent timeframes. 5) - We now have Qest Mould and Allerton set up as contractors to utilise external expertise to complete Damp, Mould & Disrepair related works. 6) - Following on from Q3 update, we are now looking to procure PCA training for all technical staff to further enhance their knowledge and credentials in relation to damp, mould & disrepair.

Suite	Measure	Description	2023/24 Year End Performance	2023/24 Target	2024/25 Target
TSM Pulse	TP01	Overall satisfaction with the services provided.	76.80%	84% or upper quartile	77%
	BS01	Percentage of homes that have had all the necessary gas safety checks.	100.00%	100%	100%
	BS02	Percentage of homes in buildings that have had all the necessary fire risk assessments.	100.00%	100%	100%
	BS03	Percentage of homes in buildings that have had all the necessary asbestos management surveys or re-inspections.	100.00%	100%	100%
	BS04	Percentage of homes that have had all the necessary legionella risk assessments.	100.00%	100%	100%
	BS05	Percentage of homes in buildings where the communal passenger lifts have had all the necessary safety checks.	100.00%	100%	100%
	TP05	Overall satisfaction that the home is safe.	74.90%	83% or upper quartile	77%
	RP01	Proportion of homes non-decent.	0.09%	0.00%	0%
	RP02 (1)	Proportion of non-emergency repairs completed in landlord's target time.	96.79%	99.50%	96%
	RP02 (2)	Proportion of emergency repairs completed in landlord's published target time.	99.70%	99.50%	99%
	TP02	Satisfaction with overall repairs service. (Only those receiving a repair in last year).	75.10%	83.10%	76%
	TP03	Satisfaction with time taken to complete most recent repair. (Only those receiving a repair in last year).	75.50%	80.4%	76%
	TP04	Satisfaction that the home is well maintained.	73.80%	82.00%	74%
	TP06	Satisfaction that the landlord listens to tenant views and acts upon them.	59.60%	68.00%	61%
	TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them.	64.50%	71.00%	68%
	TP08	Agreement that the landlord treats tenants fairly and with respect.	76.90%	85.00%	81%
	CH01 (1)	Complaints relative to the size of the landlord (Stage 1).	45.47	In line with peer group median	In line with peer group median
	CH01 (2)	Complaints relative to the size of the landlord (Stage 2).	7.74	In line with peer group median	In line with peer group median
	CH02 (1)	Complaints responded to within Complaint Handling Code timescales (Stage 1).	76.21%	90%	100%
	CH02 (2)	Complaints responded to within Complaint Handling Code timescales (Stage 2).	96.24%	90%	100%
	TP09	Satisfaction with the landlord's approach to handling complaints (only those making a complaint in last year).	43.10%	62.00%	43%
	NM01 (1)	Anti-social behaviour cases relative to the size of the landlord.	46.36	In line with peer group median	In line with peer group median
NM01 (2)	Anti-social behaviour cases relative to the size of the landlord (hate related).	0.67	In line with peer group median	In line with peer group median	
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained.	66.00%	66.00%	66%	
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods.	59.60%	62.00%	64%	
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour.	48.30%	60.00%	55%	
Council Pulse	BH1	Void rent loss %.	1.56%	1.05%	1.05%
	BH2	Rent collected as a percentage of Total Debit of HRA Dwellings.	96.25%	97.00%	97.00%
	BH3	Proportion of apprentices in workforce.	3.64%	3.00%	4%
	BH4	To spend influenceable funds locally supporting the Barnsley economy.	66%	75.00%	60%
	BH5	Percentage of properties with an EPC C or above.	39.34%	40.00%	45%
	BH6	Management fee efficiency saving.	Achieved	1.00%	1.00%
Company Pulse	KPI1	Employee Satisfaction	48.00%	68%	50.00%
	KPI2	Average number of days sick per employees - monthly projected over year - Company Performance	12.39	9	9
	KPI3	Percentage of staff defining under the Equality Act definition of disability	4.74%	8%	8%
	KPI4	Percentage of minority ethnic staff in total workforce	3.10%	2.70%	3.40%
	KPI5	Likely to recommend Berneslai Homes (Annual)	20	>34	20
	KPI6	Percentage of Current Tenant Arrears	3.74%	3.50%	3.50%
	KPI7	We will answer priority calls in less than 3 minutes (180 seconds)	73.53%	80.00%	80.00%



Creating great homes and communities  
with the people of Barnsley

<b>Report Title</b>	<b>Fire Safety &amp; Building Safety Update</b>	<b>Confidential</b>	No
<b>Report Author</b>	<b>Kerry Hamilton Fire and Asbestos Compliance Manager</b>	<b>Report Status</b>	For Information
<b>Report To</b>	<b>Board 30/5/2024</b>	<b>Officer Contact Details</b>	Arturo Gulla Executive Director of Property Services <a href="mailto:arturogulla@berneslaihomes.co.uk">arturogulla@berneslaihomes.co.uk</a>

<b>1. Executive Summary</b>	<p>This report provides the Board with an update on how Berneslai Homes are progressing against the Building Safety Act 2022 &amp; Fire Safety Act 2021. The report also provides an update on the recent amendments from the Building Safety Regulator.</p> <p>Following the tragic failures in building safety that led to the Grenfell Tower Fire and subsequent deaths of seventy-two people Berneslai Homes have been implemented several improvements in line with the Acts and have a clear delivery plan for 24-25. The report outlines the improvements made to date and the further proposals to ensure Berneslai Homes remain compliant with the obligations to keep our customers safe in their homes.</p> <p>Installation Improvements works made during 23/24</p> <ul style="list-style-type: none"> <li>• Sprinkler systems installed to 3 High-Rise</li> <li>• Cavity wall trays renewed to 3 High-Rise</li> <li>• FD30 Fire door replacement to leasehold properties</li> <li>• Electric &amp; Gas meter doors replaced to 3 High-Rise</li> </ul> <p>The key points to note from the Building Safety Act 2022:</p> <ul style="list-style-type: none"> <li>• Implementation of the Building Safety Cases and the dates when the cases will need to be submitted (between March 2024 and March 2029 starting with buildings over 18 meters first then working down from there).</li> <li>• Implementation of the Mandatory Occurrence Procedure</li> <li>• Changes to the Principle Accountable person and Accountable persons</li> </ul>
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	<ul style="list-style-type: none"> <li>• Registration of the 'higher-risk buildings' (Barnsley Council have delegated this responsibility to Berneslai Homes). Buckley House, Britania House and Albion House have all been registered with the Building Safety Regulator</li> <li>• Resident Engagement Committee established</li> </ul> <p>The key points to note from the Fire Safety Act 2021:</p> <ul style="list-style-type: none"> <li>• New fire safety laws came into force on 1 October 2023 which strengthen enforcement action</li> <li>• Fire door inspections undertaken to Flat entrance doors on an annual basis and communal doors every 3 months for buildings over 11m in height</li> <li>• Provision of comprehensive information to residents</li> </ul> <p>The Fire Risk Assessment programme budget has been reprofiled to consider programme realignment from a two-year to a three-year programme with a yearly saving of £30K.</p>
<b>2. Recommendation/s</b>	<ul style="list-style-type: none"> <li>• For Board to note the contents of this report and escalate any concerns &amp; risks to BMBC.</li> </ul>

### 3. Background

#### **Building Safety Act 2022**

- 3.1 Berneslai Homes manages homes on behalf of Barnsley Metropolitan Borough Council (BMBC). This management arrangement means that under the Building Safety Act 2022, Berneslai Homes are the Accountable Person (AP) and BMBC are the Principal Accountable Person (PAP)
- 3.2 All high-risk buildings in scope of the Act were registered by the PAP (BMBC) with key building information to the Building Safety Regulator (BSR) prior to the October 2023 deadline. Once registered, the PAP (BMBC) will then need to apply for a Building Assessment Certificate, a process which began on 1st April 2024 and may take until March 2029 to complete which includes information about the reasonable steps taken to prevent building safety risks. This information will include a Building Safety Case Report.
- 3.3 The safety case report is a document that summarises the building's safety case. It identifies the building's safety risks and explains how the risks are being managed. Building safety risks are the risk of the spread of fire or structural failure in the high-rise residential building. Key details to be included within the report:
- Details of the PAP and AP
  - Responsible Persons
  - Who prepared the report
  - Building description
  - Risk assessment summary
  - Managing risks summary
  - Safety management system



- Planning for emergencies
- Ongoing work and building improvements

## **Fire Safety Act 2021**

- 3.4 In addition to the Building Safety Act 2022, The Fire Safety Act 2021 received Royal Assent on 29 April 2021 and commenced on 16 May 2022. The Act amends the Regulatory Reform (Fire Safety) Order 2005 (the Fire Safety Order RRFSO). The Act clarifies that Responsible Persons (RPs) for multi-occupied residential buildings must manage and reduce the risk of fire for the structure and external walls of the building, including cladding, balconies, windows, entrance doors and to individual flats that open into common parts.
- 3.5 The Fire Safety Regulations were introduced under Article 24 of the Fire Safety Order and came into force on 23 January 2023, meaning it is a legal requirement for the Responsible Person for multi-occupied buildings over 11 metres to:
- Carry out quarterly checks of all fire doors in communal areas.
  - Carry out annual checks on all flat entrance doors.
  - Provide information to residents about the importance of fire doors.

The act will require Responsible Persons of multi-occupied residential buildings with two or more sets of domestic premises to update their fire risk assessment to include an assessment of the building's structure and external walls.

The Regulations apply to England only. The Regulations can be found on the UK Government website.

Most of the requirements set out in the Regulations are imposed on the responsible person (RP). The Regulations require RPs in multi-occupied residential buildings to take specific actions, depending on height of the building.

Additional fire safety guidance came into force on 1 October 2023

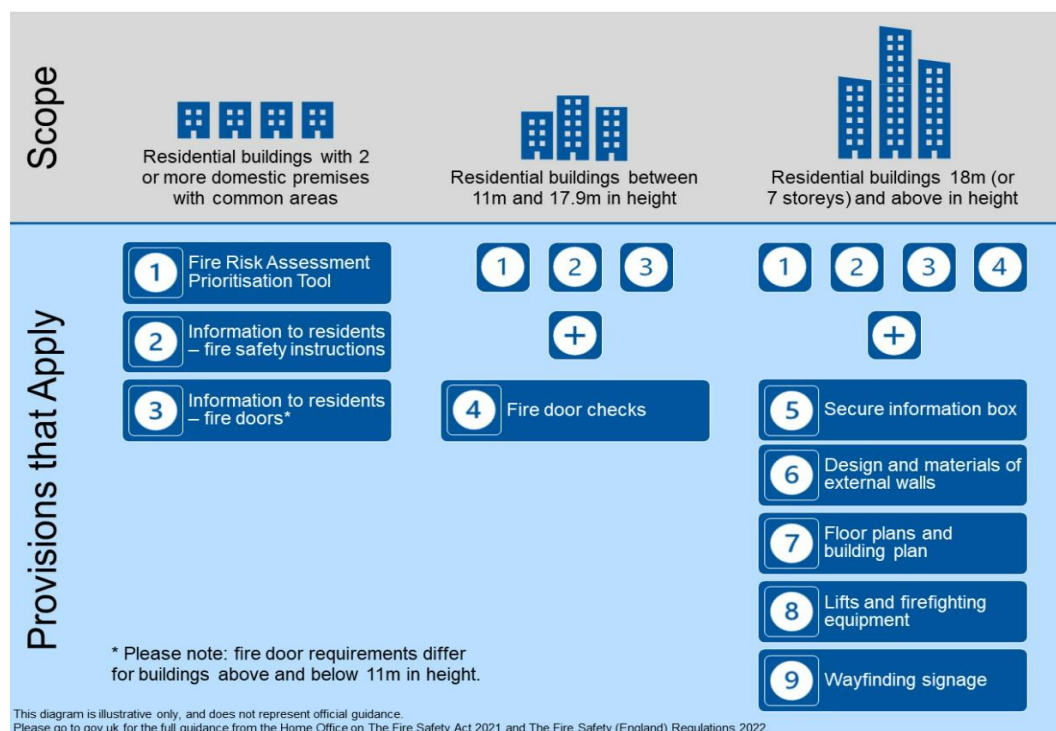
Section 156 of the Building Safety Act 2022 makes a number of amendments to the Regulatory Reform (Fire Safety Order) 2005 (FSO) to improve fire safety in all buildings regulated by the FSO. These improvements form Phase 3 of the Home Office's fire safety reform programme, building on Phase 1 (the Fire Safety Act 2021) and Phase 2 (the Fire Safety (England) Regulations 2022).

Phase 3 further strengthens fire safety in all FSO regulated premises by:

- improving cooperation and coordination between Responsible Persons (RPs)
- increasing requirements in relation to the recording and sharing of fire safety information thus creating a continual record throughout a building's lifespan
- making it easier for enforcement authorities to act against non-compliance.
- ensuring residents have access to comprehensive information about fire safety in their building.



The diagram below is a scoping tool which sets out the requirements on a building dependant on its height.



#### 4. **Current Progress and update**

4.1 The 3 higher risk buildings were registered on 18.09.2023 by Kerry Hamilton Fire Safety and Asbestos Manager on behalf of Barnsley Metropolitan Borough Council (BMBC).

4.2 In 2023 Berneslai Homes and BMBC created a Building Safety Project Board to ensure all the relevant Building Safety information is monitored and to allow the group to review and challenge the performance of fire and building safety as necessary on a risk-based approach. The Building Safety Project Board will also provide additional assurance to the Principal Accountable person (BMBC).

4.3 In 2023 Penington Choices consultancy were commissioned to assist with developing and implementing the building safety cases. Building safety case reports were completed for the high – rise buildings (Buckley House, Britannia House and Albion House). The process enabled.

4.4 The process enabled us to identify the following information gaps:

- Fire strategies for each of the three high rise buildings, which identifies the following:
  - means of escape,
  - fire warning,
  - fire spread internally and externally,
  - evacuation strategy,
  - Access and facilities for fighting fire.

- The Mandatory Occurrence reporting procedure is a reporting system that will ensure the Building Safety Regulator is able to capture any risks that could have a potential impact on fire and structural safety.
  - The Resident engagement strategy has also been implemented. The aims of this strategy are to ensure all residents:
    - feel safe in the buildings in which they live.
    - know how to easily report any problems about their home or any part of the building which may impact on their or their neighbour's safety.
    - know what to do in the event of an incident in the block where they live.
    - have a clear understanding of our responsibilities as a landlord, and their responsibilities to ensure their homes remain safe.
    - are aware of the ways in which they can get involved and influence building safety and the services to high-rise buildings we give.
    - know what we are doing in response to their feedback.
    - are effectively communicated with in a way that residents themselves find accessible and easy to understand.
    - know how to make a complaint if feel their concerns are not being listened to.
- 4.5 We now have an established Resident Engagement Safety Panel which has 8 tenant members and meet every 6 weeks at Gateway Plaza. They formulate their own meeting agenda and set their own ground rules for their meetings. The panel members are very enthusiastic and recently helped to create their own short video on building safety. The panel supported various works that have been undertaken within the buildings and some of the panel members are also represented on the Tenant Voice Panel giving them the opportunity to further scrutinise Berneslai Homes services.
- 4.6 Fire door inspections checks are being carried out on flat entrance doors not only within the High-Rise Building but any building with a communal area on an annual basis and communal door inspections are undertaken every 3 months. We are currently process tagging all our flat and communal doors to provide the history and access to additional information including the fire door manufacturer, the installer, as well as any certifications related to the door specification/ production records.
- 4.7 The Building Safety team undertake daily tasks and provide monthly monitoring via the Building Safety Scorecard and report quarterly to the Audit & Risk committee, BMBC colleagues which highlights our performance against a suite of key compliance indicators.

4.8 A full review of the fire risk assessment programme was recently undertaken. Based on a risk approach we have changed the programme from 2 year to a 3 year programme and as a consequence the annual budget has reduced from £60,000 to £30,000.

4.9 In 2023 we Installed sprinkler systems to:

- Buckley House, Albion house and Britannia House. Out of the 466 dwellings 441 have been completed, 25 remaining dwelling refusals which will be installed when they become void.
- Heather Court, Woodhall Flats, Willow Croft and Glede Court are all 100% completed.

4.10 In November 23 we undertook the replacement of cavity trays to Buckley House, Albion House and Britannia House. This work eliminated the water penetrating the external wall and prevented the internal wall becoming damp.

4.11 We completed a programme of replacement FD30 fire doors to leaseholder properties. Out of the 30 leaseholders only 4 have refused. We are currently working with the residents to ensure all doors have the required certification.

4.12 We also replaced electrical and gas meters doors to FD60 fire doors within 3 high rise buildings.

#### **4.13 Key priorities for 24-25**

To provide the safety case report to the Building Safety Regulator on request between March 2024 and March 2029

Undertaking a full review of all our communal buildings and identify fire safety requirements and ensure compliance on a risk-based approach.

Works to be completed 24/25 to Buckley House, Albion house and Britannia House

- Communal and store fire door replacement
- Replacement wall ties on Buckley House and Britannia House
- New intercom system and electric
- Fire detection upgrade smoke alarms with the internal dwellings to include a heat detector with the kitchen
- Automatic smoke ventilation within the corridors and stairwells
- Compartmentation work
- New intercom systems
- Digital notice boards
- New way finder signages
- Painting upgrade to the corridors and stairwells
- Flooring replacement to the corridors

Replacement of structural wall ties to Buckley House and Britannia House, which were identified within the structural survey reports undertaken by Curtains Structural Engineers. These reports formed part of the building safety cases.

Full implementation of compliance C365 software to hold all the relevant documents and to identify areas of compliance and non-compliance.

Better communications to residents by:

- Installing electronic notice boards to the 3 high rise buildings and the 11 independent living schemes
- 6 monthly new letters advising of works completed, future works and working with Neighbourhood team, ASB for any key points.

57 Bin Stores to be install to various locations across our neighbourhoods.

Spandrel panels to Low rise stock

Aldham House Lane Asbestos removal

#### 5. Customer Voice/Impact

As highlighted within the report. We have established a resident engagement panel, created a resident engagement strategy ensuring we meet the requirements of the Building Safety Act. Residents are fully involved with decisions regarding the 3 High Rise Buildings. We are also looking at creating Building Safety Panels for our 11 independent living schemes.

#### 6. Risk and Risk Appetite

Operational/Strategic Risk Type	Name	Risk Appetite
Strategic	Failure to meet increasing and changing regulatory requirements	Averse
Strategic	The health and safety of tenants and staff	Averse

#### 7. Strategic Alignment

The report aligns with Berneslai Homes Strategic priorities:

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

and supports the Barnsley 2030 strategic priorities:

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

8. Data Privacy

No personal data is used in the production of this report.

9. Consumer Regulatory Standards

This falls within the remit of to the Consumer Home Standard as it monitors our ability to provide our tenants with quality, safe accommodation.

10. Other Statutory/Regulatory Compliance

Provides assurance for the following legislation

- Building Safety Act 2022
- Fire Safety Act 2021
- Fire Safety Regulations

11. Financial

Budget spend for 23/24 was £2,117,125.44

The budget for 24/25 is £2,164,961

12. Human Resources and Equality. Diversity and Inclusion

N/A

13. Sustainability Implications

N/A

14. Associated Background Papers

N/A

15. Appendices

N/A

16. Glossary

AP – Accountable Person

PAP – Principal Accountable Person

BMBC – Barnsley Metropolitan Borough Council

FSO – Fire Safety Order

# Stock Condition Surveys

Since August 2022 we've been working closely with our contractor, Pennington Choices, to survey homes throughout Barnsley.



We've now managed to survey over 14,500 homes (82% of the homes we manage on behalf of the Council) and we'll be continuing to survey the remaining homes across the borough next year.

The information gathered is used to help us understand more about the properties we manage, providing up-to-date condition information. We use the information to maintain homes and buildings, identify any repairs, maintenance, and develop planned investment programmes.

## Our assets / our homes



Total homes 

18,346 homes in management  
Council Stock (17,996) 58% are houses (10,223)  
69% are 3 x beds (7,091) 28% are 2 x beds (2,838)  
Together Housing 53  
Leaseholders (350) remainder social housing



Bungalows 

25% of homes are bungalows (4,644)  
mainly 1 and 2 beds



Flats 

16% of homes are flats (2,993) mainly 1 and 2 beds  
3 High rise buildings



Designation 

68% of homes are general needs (12,187)  
32% with restrictions (5,794)  
11 Independent Living Schemes with 312 flats for over 60s



Age of stock 

70% of homes were built before 1965



Attributes 

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



Condition 

13,745 homes EPC surveyed (76.43%)  
99.67% homes meet Barneslai Homes Standard  
14,500 homes received stock condition survey (82%)



## Building safety compliance

- ✓ Fire safety compliance
- ✓ Gas safety compliance
- ✓ Asbestos safety compliance **100%**
- ✓ Water safety compliance
- ✓ Lift maintenance

✓ Electric safety compliance (\*) **99.49%**

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

Data: March 2024

## Repairs and maintenance



**75%** Satisfaction with repairs in last 12 months

**76%** Satisfaction with time taken to complete repairs after being reported

**43** Disrepair cases

**452** Damp, mould and condensation treatment jobs outstanding.

## Managing estates

**60%** Satisfaction landlord makes a positive contribution to neighbourhoods

**48%** Satisfaction with landlord's approach to handling of anti-social behaviour

**66%** Satisfaction that communal areas are clean and well maintained



## Letting homes

**5,739** Number of people on housing register (down by 38%)

**152** Average number of applications per property advertised



The new Lettings Policy went live on 1 April 2024

Data: April 2024

## Listening to tenants

**43%** Satisfaction with how we deal with complaints

**60%** Satisfaction that we listen to tenant views and act upon them

**39** Service improvements made to our service following tenant feedback since April 2023 (\*)

**64%** Satisfaction that we keep tenants informed

**77%** Satisfaction that we treat tenants fairly

(\*) Currently being finalised for year end reporting



## Delivering value for money

- 77% of tenants say rent is value for money
- Collected 96.25% of rent due (March 2024)
- Tenant arrears 3.74% (March 2024)
- 66% of funds were spent locally, supporting the local economy and keeping the 'Barnsley Pound' in Barnsley (March 2024)
- Made over £154K of efficiency savings that was invested back into services (2022/2023)



Data: September 2023



[www.berneslaihomes.co.uk](http://www.berneslaihomes.co.uk)

Last updated April 2024

<b>Report Title</b>	<b>Technology and Innovation Strategy</b>	<b>Confidential</b>	No
<b>Report Author</b>	<b>Head of Governance and Strategy</b>	<b>Report Status</b>	For Information
<b>Report To</b>	<b>Board</b>	<b>Officer Contact Details</b>	samantharoebuck@berneslaihomes.co.uk

<h2>1. Executive Summary</h2>	<p>This report is for information only and provides an update on the progress of the technology action plan which forms part of the Innovation and Technology Strategy.</p> <p>15 IT projects were due to be delivered in the 2022/23 financial year and, of these 8 were completed on time and were reported to Board in May 2023:</p> <p>All projects that were delayed were still planned to be delivered and were therefore rolled forward into 2023/24. These formed the agreed actions for the 23/24 financial year.</p>																								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #d3d3d3;">Project</th> <th style="background-color: #d3d3d3;">Status</th> <th style="background-color: #d3d3d3;">Project</th> <th style="background-color: #d3d3d3;">Status</th> </tr> </thead> <tbody> <tr> <td>Deliver Phase 1: Repairs First</td> <td style="text-align: center;">✓</td> <td>Deliver C365 compliance Management system</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Telephony</td> <td style="text-align: center;">✓</td> <td>Pilot of copilot</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Deliver Training programme for use of New Repairs First Systems</td> <td style="text-align: center;">✓</td> <td>NEC Upgrades</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>SAP success Factors</td> <td style="text-align: center;">X</td> <td>(Robotic) automation</td> <td style="text-align: center;">X</td> </tr> <tr> <td></td> <td></td> <td>Eform system – work done to ensure current system is up to date</td> <td style="text-align: center;">X</td> </tr> </tbody> </table>	Project	Status	Project	Status	Deliver Phase 1: Repairs First	✓	Deliver C365 compliance Management system	✓	Telephony	✓	Pilot of copilot	✓	Deliver Training programme for use of New Repairs First Systems	✓	NEC Upgrades	✓	SAP success Factors	X	(Robotic) automation	X			Eform system – work done to ensure current system is up to date	X
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	<p>The projects that have changed during the year have done so due to:</p> <ul style="list-style-type: none"> <li>• Robotic Automation – BMBC led, and decision taken to stop the use of current tool and use a more cost effective and supportable solution for automation of routine tasks. Dynamics is to be used across the council and BH to improve automation and BH will see this progressing through 24/25 and beyond.</li> <li>• Eform system – Planned to move to a BMBC solution but operational issues led to a reevaluation of approach. BMBC is looking to utilise Dynamics (as above) moving forward, however work has taken place on the BH eforms to ensure these are viable in the short term.</li> <li>• Success Factors has been cancelled by BMBC and alternatives are being reviewed.</li> </ul> <p><b><u>Successes and looking forward.</u></b></p> <ul style="list-style-type: none"> <li>• Repairs First has now gone live and during 24/25 we look to introduce phase 2. This has been a very complex project and although now live is still in the bedding in period.</li> <li>• C365 is also live and has been introduced incrementally and will be fully operational May 24.</li> <li>• BMBC will be using Dynamics for online forms, increasing automation and BH will be part of this process from 24/25 and beyond.</li> <li>• A new Technology and Innovation Strategy and Action Plan will be developed over the next few months in line with the three-year vision.</li> <li>• A new transformation Board has been established. This Board will oversee all projects and monitor progress and delivery.</li> </ul>
<p><b>2. Recommendation/s</b></p>	<p>It is recommended that this report be noted.</p>

3. Background

3.1 This report updates the Board on the progress made with the delivery of the action plan which forms part of the Innovation and Technology strategy.

#### 4. Current Position /Issues for Consideration

4.1 Of the 9 projects, 6 have been successfully delivered, 3 have changed since the plan was developed.

4.2 The 6 projects that have been delivered are:

- Repairs First – Phase 1. This included moving repairs from SAP to NEC, DRS and Job Manager. The benefits include improving data, reporting and the scheduling of repairs and maintenance tasks. This will also improve the customer experience and give staff access to information they need while also delivering efficiencies.
- Delivery of Training Programme for the use of the new Repairs First IT systems – Training programme has enabled correct use of the systems which is critical for the success of the project.
- Introduction of compliance management system (C365) – New system will give greater assurance that compliance tasks have been completed and the data recorded accurately.
- Telephony – BMBC introduced a new call centre system to improve the call handling experience this is also used by BH Planning team.
- NEC upgrades – to ensure the new RF system worked as efficiently as possible several upgrades of the NEC system have been required. This will continue into 24/25 where we have a major upgrade required by July 24. The additional use of NEC for RF means that the testing and implementation of upgrades will now take longer.
- Microsoft copilot – although not on the plan this is currently being piloted by 29 staff at BH and a decision will be made in the next few weeks of how this is to be deployed going forward. Microsoft copilot uses AI to assist staff in carrying out tasks.

4.3 The 3 that are cancelled, behind or delayed are:

- SAP Success Factors – cancelled.
- Automation – and eforms are currently part of a large BMBC project with the use of Dynamics. BH are to be part of this project from 24/25 onwards. This will assist BH in process mapping tasks and looking to automate where possible alongside improved eforms.

5. Customer Voice/Impact

Repairs First Phase 1 allows a text message to be sent to customers reminding them of their appointment and to advise when someone is on their way. Phase 2 will allow customers to book their own appointments online. C365, ensure we have up to date compliance data to ensure we keep on top of this to keep tenants safe in their homes.

6. Risk and Risk Appetite

All major projects will have their individual risk registers, RF was fundamental to the business and was therefore included in our risk register.

7. Strategic Alignment

This report links to the following Strategic Ambitions and supports Barnsley 2030 aims:

- Keeping tenants Safe
- Technology and Innovation
- Zero Carbon

8. Data Privacy

Individual Data Protection Impact Assessments was required for each of the projects.

9. Consumer Regulatory Standards

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

- Home Standard
- Tenancy Standard
- Neighbourhood and Community Standard
- Tenant Involvement and Empowerment Standard

10. Other Statutory/Regulatory Compliance

Procurement rules have been followed for procurement or all IT systems and associated services.

11. Financial

Delays will impact budgets directly or indirectly. The move to use more suitable and cost-effective tools for automation, for example will have a positive affect and allow for reinvestment of savings into other developments which will offer invest to save opportunities.

12. Human Resources and Equality. Diversity and Inclusion

All requirements are considered when scoping projects and when delivering. Equality Assessments are completed, and customers / users consulted.

13. Sustainability Implications

Some projects may contribute to carbon reduction in the form of reduced travel.

14. Associated Background Papers

None.

15. Appendices

None

16. Glossary  
N/A



**Minutes of Berneslai Homes Board held 22<sup>nd</sup> February 2024 at 4.00pm**  
**Gateway Plaza**

**Present:**

- Ken Taylor - Chair
- Richard Fryer - Board Member
- Adam Hutchinson - Board Member
- Gez Morrall - Board Member
- Eric Smith - Board Member (Co-optee to the Board)
- Jo Sugden - Board Member
- Sarah Tattersall - Board Member
- Mahara Haque - Independent Chair of Customer Services Committee (Co-optee to the Board)

**In attendance**

- Amanda Garrard - CEO
- Dave Fullen - Executive Director, Customer & Estate Services
- Arturo Gulla - Executive Director, Property Services
- Lee Winterbottom - Managing Director Construction Services
- Kulvinder Sihota - Executive Director, Corporate Services
- Sam Roebuck - Head of Governance and Strategy and Company Secretary
- Kathy McArdle - Service Director BMBC

Due to the change in circumstances of ES (tenant Board member) and the information/ recommendation included in the Governance update report, it was agreed that this item be taken first (Item 4). ES left the room.

	ACTION
<p><b><u>Item 1 – Apologies</u></b></p> <p>Kevin Osborne Board Director Mark Johnson Board Director</p>	
<p><b><u>Item 2 – Declarations of Interest</u></b></p> <p>ES (Item 4 Governance Update).</p>	

<p><b><u>Item 3 – Building and Fire Safety – Video Presentation</u></b></p> <p>AGu introduced the video. He advised that BH had worked closely with the Building and Safety Engagement Panel for high rise buildings in producing.</p> <p>The video was well received and discussion followed. Board were informed of the composition of the panel, a mix of tenant and leaseholders who meet every 6 weeks. They were advised of how information is disseminated to the residents and informed of an electronic display board which will shortly be available; this will further enhance how messages are circulated and received. The good practice being developed for the high rise blocks will also be introduced for low rise buildings.</p> <p>Board acknowledged the positive work taking place with the Panel and a suggestion was made on the potential for active tenants to also be involved in any Strategy Session discussions – agreed to explore.</p> <p>The Chair on behalf of the Board requested thanks be extended to the Engagement Panel.</p> <p><b>Resolved:</b></p> <p><b>The Board received the presentation.</b></p>	<p>CD</p>
<p><b><u>Item 4 – Governance Update</u></b></p> <p>ES left the meeting for this item.</p> <p>SR presented the report and brought Board’s attention to the annual Board Development Plan which includes training activities. A slight amendment was requested to highlight the training that is deemed to be mandatory or optional. The report also included a recommendation that the Board Register of Interests be published on the website. At the previous Board meeting Board also agreed to the appointment of a trainee Councillor; the Memorandum of Articles have been amended to reflect this (Appendix D) and these are progressing through the Council’s governance process.</p> <p>Board were made aware of the changes in the circumstance of ES, that he is no longer a Council tenant. However, due to the skills required it was recommended that he be retained on the Board as a co-optee, however Board were asked to note that he would no longer have voting rights. Board acknowledged the major contributions ES made at the recent away day, particularly around IT and fully supported the co-optee recommendation, to be reviewed after 12 months.</p> <p><b>Resolved:</b></p> <ul style="list-style-type: none"> <li>• <b>Board approved the proposed annual Board Development Plan for 2024, subject to amending to reflect the mandatory and optional training</b></li> <li>• <b>Board reviewed and were satisfied with the Board Personal Development Programme</b></li> </ul>	<p>SR</p> <p>SR</p>

<ul style="list-style-type: none"> <li>• <b>Board agreed to the publication of the Board Member Register of Interests as recommended by Audit and Risk Committee</b></li> <li>• <b>Board noted the proposed amendments to the Memorandum of Articles</b></li> <li>• <b>Board agreed that Eric Smith be appointed as a Co-optee to the Board from 22/2/2024 and the arrangement be reviewed in 12 months</b></li> </ul> <p>ES returned to the meeting and was congratulated on his appointment.</p>	
<p><b><u>Item 5 – Audit and Risk Committee Annual Report 2023</u></b></p> <p>AH in his capacity as Chair of Audit and Risk Committee presented the report, commenting on the assurance the Committee provides to Board.</p> <p>The main points were highlighted: -</p> <p>Adriana Rrustemi left the Board. Gez Morrall commenced. The importance of reflecting on the gender change dynamics was noted and it was felt this needs keeping at the forefront of people’s minds.</p> <p>Board noted the good attendance at Audit and Risk Committee – a slight error on attendance was observed, GM had been included as a retired member, should be in current.</p> <p>The report also details how the terms of reference are discharged and an additional delegation to the Terms of Reference has been included, being more specific on the oversight on business continuity.</p> <p>Attention was drawn to the Plans for 2024. AH advised he will be meeting with SR to discuss succession planning and induction. He also referred to the 2 year zero based review of risk, issues and concerns which he attends, advising that at the next review, other Board members will be asked to join.</p> <p>Committee budgets were discussed. Board advised that although there is a training plan in place, it may be as changes occur i.e. professionalism etc further training may be required for individuals or groups which would be added to the plan. Board noted the significant spend on Internal Audit.</p> <p><b>Resolved:</b></p> <p><b>Board approved the report and recommendations, as recommended by Audit and Risk Committee.</b></p>	<p>SR</p>

**Item 6 – Quarter 3 Performance Report 2023/24**

DF presented the report, advising Board that the full Performance report was scrutinised at the last Customer Services Committee, along with the Q3 PRIP report and Q3 Your Comments Count.

The report is positive with sustained good performance on building safety.

Customer Services Committee spent considerable time discussing void rent loss and the impact and the actions in place. They acknowledged the challenges in managing major voids in budget.

The Committee also considered in detail complaints handling and compliance, particularly in relation to the implementation of the new Housing Ombudsman Code which starts on the 1<sup>st</sup> April 2024. There was a full and open debate at the meeting. The Committee felt that current performance on the proportion of Stage 1 complaints being dealt with in time is not acceptable and improvement is required. However, RF as a member of the Committee advised that they were provided with assurance that the Executive Director of Customer and Estate Services and the Executive Director Property Services have been tasked with producing an action plan which will then be shared with the Customer Services Committee and they look forward to receiving the report.

Board noted that complaints are more than double than what they were 12 months ago and with the implementation of the new Code and approach, will increase in the short term, until the funding is addressed in relation to the accumulated works.

General performance in Q3 is good. January's performance information is now out and there are no significant changes in the trends or performance from Quarter 3.

The format of the report was discussed. It was felt this needs to be more succinct for Board, with key information and more visuals etc, linking back to strategic discussion. Board welcomed the benchmarking information, providing helpful context and highlighting the strong performance in some areas. DF advised that the table (dashboard) which Board felt was confusing is the information requested by the Council, so they are sighted. S. Drafz to amend future quarterly performance reports for Board to reflect feedback.

SR

Board requested that consideration be given to all Board reports on the level of information they require, and also the level required at Committees.

SR/AG

An observation was made on the staff satisfaction level being significantly lower than the target and how this would be tracked. DF confirmed this had also been discussed at Customer Services Committee. They were satisfied as the information was that used for the IIP assessment last year. IIP are returning in March to undertake a new survey. It was noted that last year's survey was carried out during the period of in depth restructuring taking place, with lots of uncertainty. Since then significant progress has been made.



<p>To conclude DF summarised the priorities for Customer Services Committee which includes a programme of ‘deep dives’, informed by cumulative performance information.</p> <p><b>Resolved</b></p> <ul style="list-style-type: none"> <li>• <b>Board considered the quarter three performance.</b></li> <li>• <b>Where performance targets have not been achieved, Board were satisfied with the explanations provided and that there are adequate controls and actions in place.</b></li> <li>• <b>Board did not identify any further areas where they feel more detailed consideration is required by Customer Services Committee.</b></li> </ul>	
<p><b><u>Item 7 – Repairs First Update</u></b></p> <p>KS provided the update to Board.</p> <p>Repairs First went live on Thursday 15<sup>th</sup> February, following a delay in issues arising from switching from the testing to the live server which delayed training. She advised that teething problems are expected with a project of this size and complexity. Most of these are around the interfaces in relation to the bespoke elements. However, there are also some user errors. Training is ongoing and there are a number of super users. It is estimated that bedding in will take around 4 to 6 weeks. Teams are however more positive. A lessons learned report will be submitted to Audit and Risk Committee in April and Board in May. This will be useful to collectively learn how to set up similar projects in the future in the right way and the resources required.</p> <p>KMcA congratulated KS and the team and extended thanks to everyone involved. She acknowledged the pressures and hard work that has gone into achieving this implementation.</p> <p>LW provided comment from an operative perspective. There had been some frustration initially due to work being frozen. However, looking forward to next week and beyond, operatives are seeing the positives as appointments are going in. Already there is minimal travel between jobs, with an increase in appointments. Workload of teams can be tracked and he provided an example where it had been identified that bricklaying teams will shortly be available to assist with accumulated works. An earlier concern of operatives with regard to start and finish times etc is now resolved with additional training having taken place. Some very positive comments have been received so far.</p> <p>Board noted that with regard to efficiencies, these will be minimal in the first six months, improving over the full year, when they will be built into the CS budget. Reports will also be developed, which will include information on the impact on complaints.</p> <p>The Chair on behalf of the Board requested thanks be passed on to the Team for their huge effort in achieving this significant milestone.</p>	<p>KS</p>

<p><b>Resolved:</b></p> <p><b>Board received the verbal update.</b></p>	
<p><b><u>Item 8 – Quarterly Risk Update</u></b></p> <p>SR presented the report, summarising the key points contained in the Executive Summary of the report.</p> <p>Reference was made to the Strategic Risks, particularly around the HRA and its inability to cover service requirements and business continuity. AGa advised that with regard to the HRA, this is a national issue and is being picked up by the LGA and the NFA, trying to raise awareness, lobbying etc. The Business Continuity is around cyber security threats being contained in service areas business continuity plans. SR advised service areas have been asked to review their plans with regards to cyber security and this may result in the rating/concern lessening.</p> <p>AH referred to the RSH Sector Risk Profile and advised that Audit and Risk Committee had reviewed the self-assessment, appreciating the good work that has taken place on this. AH felt that this is essential reading for Board. RF advised that he had found the self-assessment to be very helpful, is aligned and highlights the management of risks.</p> <p><b>Resolved:</b></p> <ul style="list-style-type: none"> <li>• <b>Board reviewed and commented on the Quarterly Risk update and confirmed their satisfaction</b></li> <li>• <b>Board reviewed and commented on the Strategic Risks</b></li> <li>• <b>Board approved the RSH Sector Risk Profile Self-Assessment carried out by BH</b></li> </ul>	<p>ALL</p>
<p><b><u>Item 9 – Board Terms of Reference</u></b></p> <p>SR presented as part of the annual review of the Board Terms of reference . Although the role of the BMBC shareholder is not included currently, discussion will take place to agree appropriate wording. Board were asked if any further changes were required. An error was highlighted with regard to consistency of EMT/SMT in narrative. SR advised any reference to SMT should be EMT and the document will be amended.</p> <p><b>Resolved:</b></p> <p><b>The Terms of Reference were noted.</b></p>	<p>SR/KMcA</p> <p>SR</p>

**10. Resource Information Papers**

**10.1 Board Members Fact Sheet**

Board noted the fact sheet which they felt was useful to receive on a regular basis.

DF brought to Board's attention 2024 being a 53 week rent year. This will mean all tenants on Universal Credit will not receive it for 1 week of the year, which will affect around 5000 tenants. This scenario occurs every 5/6 years. Similar to last time, national campaigns and lobbying is taking place. This presents a risk to rent collection, particularly as more are being migrated onto UC this year.

**Item 6.1 Board Mins and Actions**

**Resolved:**

~~The minutes were approved as a true and accurate record and the actions were noted.~~

**Board Meeting 22<sup>nd</sup> February 2024**

**Actions**

<b>PUBLIC AGENDA</b>			
<b>Item</b>	<b>Action</b>	<b>By Whom</b>	<b>Comments</b>
<b>Item 3 – Building &amp; Fire Safety Video Presentation</b>	Thanks be extended to the Building and Safety Engagement Panel on behalf of the Board	CD	Complete – letter issued signed by the Chair
<b>Item 4 – Governance Update</b>	Mandatory training and optional training to be separated	SR	Separated into Mandatory and Optional on the Board Development working document but it will be made clear when presented to Board too
<b>Item 5 – Audit and Risk Committee Annual Report</b>	Attendance error to be rectified	SR	Complete
<b>Item 6 – Quarter 3 Performance Report</b>	Future quarterly performance reports to be amended to reflect feedback from Board re format/content etc.	SR	Reviewed and removed the information to BMBC. Currently being reviewed for new financial year.
	Board/Committee reports – levels of information required to be considered	SR/AGa	Review underway re where reports go for approval with BMBC; following this a review of content/levels of information for each hearing of the report to be completed alongside review of Terms of Reference
<b>Item 7 – Repairs First Update</b>	Lesson learned report to be produced for Audit and Risk Committee (April) and submitted to Board in May	KS	Delayed - due to Board July
	Thanks be extended to all involved on behalf of Board	KT	Individual letters/cards circulated signed by the Chair

<b>Item 9 – Board Terms of Reference</b>	Discussion to take place on the narrative to be included in relation to the role of the BMBC shareholder	SR/KMcA	Reviewed with BMBC awaiting final sign off.
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