

Public Agenda	
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3	Minutes of previous meeting (Public agenda) 9/12/2021
4	Matters Arising Actions
5	CEO Presentation
6	Performance Framework
7	IT Implementation Project - Presentation
8	Innovation & Technology Strategy
9	Governance Update
	Resource Information papers <ul style="list-style-type: none"> • Quarter 3 performance • Gender Pay Gap
Confidential Agenda	
10	Chair Urgent Action Decision
11	Berneslai Homes Financial Performance
12	Construction Services Draft Budget 2022/23
13	BH Annual Investment Strategy
14	Minutes, Actions & Debriefs 11.1 Confidential Board Minutes & Actions 9/12/21 11.2 Audit Committee Draft minutes & Debrief 27/1/2022 11.3 Customer Services Committee 24/2/22 Draft Minutes & Debrief
	Resource Information papers <ul style="list-style-type: none"> • Staff Consultation Feedback • Quarterly Risk Update (CONFIDENTIAL) • Annual Audit Plan
15	New Risks Identified

16	Review of the meeting
17	Date of Next Meeting - 19 th May 2022



Minutes of Berneslai Homes Public Board Meeting (VIRTUAL)
9th December 2021

Present:

Sinead Butters	- Chair
Gary Ellis	- Board Member
Richard Fryer	- Board Member
Mark Johnson	- Board Member
Liana Khachatryan	- Board Member
Caroline Makinson	- Board Member
Adriana Rrustemi	- Board Member
Jo Sugden	- Board Member
Sarah Tattersall	- Board Member

In attendance

Amanda Garrard	- Chief Executive
Dave Fullen	- Exec Director of Customer & Estate Services
Arturo Gulla	- Exec Director of Property Services
Alison Rusdale	- Exec Director of Corporate Services
Faye Williams	- Head of Finance
Samantha Roebuck	- Head of Governance & Strategy and Company Secretary
Kathy McArdle	- Service Director Regeneration & Culture BMBC

<p><u>Item 1 - Apologies</u></p> <p>Lee Winterbottom, Managing Director, Construction Services Mahara Haque (Customer Services Co-optee)</p>	
<p><u>Item 2 - Declarations of Interest</u></p> <p>None were declared</p>	
<p><u>Item 3 - Minutes of the previous meeting held 30/9/21</u></p> <p>The minutes were agreed as a true and accurate record.</p> <p>Staff Conference – Board was informed that the 2021 Staff Conference has been postponed until Spring 2022.</p>	

Item 4 - Matters Arising from the last meeting 30/9/2021

The matters arising actions were noted.

VFM Strategy re timeline - AR clarified the timescale for the new VFM Strategy to be presented to Board. This is an annual report, last reviewed and approved by Board in September 2021, therefore the new VFM Strategy is planned for Submission to Board in September 2022. Board were satisfied with this timeline.

Item 5 - CEO Presentation

AGa presented the information, highlighting key areas covering the national, regional, Barnsley and BH perspective including priorities to March 2022.

The key issues were highlighted

National/Regional:-

- COP 26
- The Spending Review. positive feedback noted around the new Government Department. Noted importance in ensuring input is maximised through external bodies i.e. the NFA etc with regard to lobbying for levelling up funding.
- The recently received government's response to the smoke and CO alarm consultation which requires smoke alarms and CO detectors to be mandatory. This will be discussed with the Council as part of the overall funding process and a meeting is arranged for next week.
- Board noted the Tenant Satisfaction measures launched today.
- Zero carbon
- Raising the profile of BH at the CIH Northern Housing Festival

Barnsley:

- The unveiling of the Covid memorial sculpture which BH sponsored.
- Community Renewal Fund – £2.4M received for the Council for the Town Centre
- £5M received for private owners in Barnsley towards zero carbon and replacement heating.
- Decarbonisation Funding – awaiting information

Barneslai Homes

- Opening/relaunch of the new Gateway Hub, coincided with Customer Panel Event.
- Budget work - report at Cabinet next week on the HRA proposal and the Strategic Plan. Including discussion on repair spend

The priorities up to March were summarised as outlined in the slides. Board raised the recent Covid announcement, in particular about the arrangements for service delivery. AGa advised that the announcement was predicted. Meetings have taken place on BH stance. Communications have been circulated reminding people to work from home if possible, although acknowledging that there will be occasions when some staff will have to be present in the office, i.e project work, personal reasons etc. Lateral flow tests will be encouraged. Safe working practices are being reinforced with housing management staff and also customers and this information will be placed on the website today.

Item 6 - Berneslai Homes Strategic Plan

SR presented the final Strategic Plan and Annual Business Action Plan for approval. This has been amended since the Board meeting in September and consultation has taken place with BMBC. The Annual Business Action Plan was produced following a request from the Council. This sets out the actions to be delivered over the next financial year. The report is being progressed through Cabinet.

Resolved:-

- **Board approved the refreshed Strategic Plan to be launched from April 2022.**
- **Board approved the Annual Business Action Plan for the period 1st April 22 to 31st March 2023.**
- **Board delegate any minor amendments to the Strategic Plan and associated appendices to the Chief Executive as this goes through the approval process within BMBC.**

Item 7 - Q2 Performance Summary

DF presented the quarter 2 performance summary. As requested at the last meeting current trends/information has also been included, particularly in relation to Universal Credit, gas servicing, electrical testing, complaints etc. Board were made aware of an action plan being developed for consideration by the Customer Services Committee, focusing on the challenges facing the sector.

Board were provided with assurances on issues raised, in particular in relation to the increases in legal notices served, the responsive repairs target, Call Centre, risk assessment actions, anti-social behaviour, KPI's. Board were informed of the high level discussions on Call Centre options that have taken place with the Council and these will

<p>continue on a quarterly basis. High level anti-social behaviour is dealt with by Council's Safer Neighbourhoods Team, currently in special measures due to their inability to meet demand. However, it is hoped improvements will materialise once their restructure has taken place. BH are also looking at re-organising the Housing Management Teams and work is currently taking place with Housemark on the data to enable consideration to be given to the structure/resources and priorities. This will take time, but it is important that underlying issues are tackled.</p> <p>Board noted that the KPI table included in the report are the KPI's monitored by the Council and are not transactional measures. It was agreed that this will be more visibly shown in the commentary in future reports.</p> <p>A specific query was raised on whether fire risk assessments could be carried out on empty shops. AGu to provide feedback.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board considered and commented on the performance of the organisation during the second quarter of the financial year. 2. Board were satisfied that where performance targets have not been achieved that the issues causing this are clear and that there are adequate controls and actions in place to address the reasons for this. 3. Board were happy with the areas being considered by Customer Services Committee. 	<p>DF</p> <p>AGu</p>
<p><u>Item 8 - EDI Strategy 2022-25</u></p> <p>AR presented the report which sets out a clear 3 year approach and a clear 1 year action plan for Board approval. There has been extensive consultation on the draft Strategy which has included the Board. The plan is to launch the Strategy in the new year and details will be circulated.</p> <p>The meeting discussed and agreed that there is the potential to develop a KPI around the key action areas. Reference was also made to the Lettings Policy and the importance of making sure the EDI legislation is being met, taking into consideration the values and ethos. Assurance was provided on this point. The NHC and Campbell Tickell have carried out checks to ensure compliance has been achieved with regard to legislation and statutory duties. As work continues on the Lettings Policy and developed for consultation a full equality analysis for every change being made will be undertaken and the final version will also be accompanied by equality analysis.</p>	<p>AR</p>

<p>The Strategy was well received by Board. They felt it was clear, well presented, colourful, engaging and captured all the comments made in discussions. Thanks was extended to all involved.</p> <p>Resolved:</p> <p>Board approved the draft EDI Strategy 2022-25.</p>	
<p><u>Item 9 - Quarterly Risk Update</u></p> <p>SR presented the report which provides a summary of the detailed update provided to Audit Committee on the 21st October on Berneslai Homes' risk framework. They key points within the report were brought to Board's attention.</p> <p>There are 21 active strategic issue and concerns, and the full register is available in Decision Time Resources. Reference was made to Table 4.1.3 which highlights the critical issue and concerns, associated key actions/target dates.</p> <p>Board noted that Audit Committee also undertook a 'deep dive' into Corporate Services operational issues and concerns register, the full details are also available in Decision Time Resources.</p> <p>January's meeting will look at the RSH risk profile recently released. Board felt it would be useful if the RSH sector risk profile be shared with Board. This is already included in the Governance Handbook but would also be e mailed out to Board members.</p> <p>The Chair of Audit and Risk Committee referred to the Committee in October where concerns were discussed around repairs, mobile working and the Call Centre, which BH do not have control or influence but needs to be addressed. The progress/step change made on the Call Centre was noted and welcomed. However, with regard to the IT issues, resources in the Council are limited, but Board were assured that reasonable progress is being made and the issues are being taken seriously by the Executive.</p> <p>An observation was made on the reducing stock and increasing need. It was felt the narrative needs to be expanded on to capture the inability to meet housing need, particularly taking into consideration the number of applications for properties. This could be considered a risk.</p> <p>Board acknowledged the combination of budgetary constraints, repair demands, increasing costs, supply chain issues, vacant posts, more demanding customers etc culminating in significant challenges in keeping tenants safe and assets in good condition. It was felt consideration be given to ensuring this is clear enough in the risk register. It was therefore agreed Audit and Risk Committee look at in their January meeting.</p>	<p>SR</p> <p>SR</p> <p>SR</p>

<p>KMcA referred to the financial challenges also being experienced by the Council and the efficiencies having to be made. BH and the Council will need to develop a way of working together managing resources in the best possible way. Board reiterated their responsibility of ensuring tenants are safe. They acknowledged the pressures on the HRA and the increased regulatory pressures. However, they stressed that their priority is to ensure regulatory commitments are funded. KMCA confirmed that co-produced budgets will continue, working through prioritisations, making adjustments to ensure compliance requirements are met.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board reviewed the register and considered any further strategic issues and concerns what they felt may need to be added 2. Board were assured that the critical strategic issues and concerns were being effectively managed. 	
<p><u>Item 10 - Audit and Risk Committee Annual Report</u></p> <p>GE presented the report providing an annual overview of the activities undertaken by the Audit and Risk Committee and, through self-assessment, identify opportunities for further development. The key points were brought to Board's attention.</p> <p>It has been a successful year for the Committee, with excellent improvements made on the regulatory framework and the commitment from the management team, demonstrating transparency and constructive challenge throughout. The Committee are now in a much better position to meet the requirements of GDPR and cyber security. This will continue to be strengthened on the upcoming recruitment of the Independent Audit and Risk committee Member and new Audit Chair.</p> <p>As well as looking back at the year, it also plans for the future and these are contained within the report.</p> <p>Reference was made to the terms of reference, in particular Section 4.5 'Risk'. It was agreed that an amendment be made to the first bullet point to reflect that Board would approve the overall risk assessment processes</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board approved the report 	<p>CD</p>

<p>2. Board noted the refreshed terms of reference and requested an amendment to section 4.5 Risk as detailed in the minutes.</p>	
<p><u>Item 11 - Zero Carbon Position Statement</u></p> <p>AGu presented the update report on progress being made on the zero-carbon/sustainability agenda undertaken in collaboration with BMBC where appropriate. The report provides details of what has been achieved so far and these were summarised. Board noted that Savills have also been commissioned to assist with undertaking a zero carbon study of the stock and this information should be available in the new year and will be presented to Board.</p> <p>It is proposed that the Sustainability Strategy will be available for the July 2022 Board meeting. The Chair suggested involving Board members, AR, ST and MJ and KMcA suggested SC be involved to ensure alignment with the work around affordable warmth, fuel poverty etc. Funding/resource challenges were acknowledged as being significant, Board noted the scope for the housing sector as a whole to mobilise around big causes nationally. This is a priority for the NHC/ NHF/Nat Fed of ALMO's who have already done a significant amount of work.</p> <p>Resolved:</p> <p>Board noted the update report.</p>	
<p><u>Item 12 - Compliance with the Social Housing Regulatory Framework</u></p> <p>DF presented the report and advised Board that the full self-assessment was considered by Customer Services Committee in August. This report highlights the key areas for improvement to further strengthen the approach. The draft consultation measures were published today, with a closing date of 3rd March. BH will be working through and the team are developing a customer consultation plan around the measures. EMT will be discussing at their next meeting in particular with regard to the self-assessment and the information currently collected. This information will be shared with Customer Services Committee members prior to Committee. A 'deep dive' may be required separately to Committee. DF confirmed that additional information will be included, for example our better approach to data and analysis and the team and looking at developing a story board to bring issues to life.</p> <p>Customer Services Committee will continue to monitor.</p>	<p>DF</p>

Board raised how working with tenants at a neighbourhood level will operate in relation to anti-social behaviour. DF advised that when Berneslai Homes have sight of the Safer Neighbourhood Services (SNS) restructure, discussions will take place with them. Following a request from the recent Oversight and Scrutiny Commission, improved performance management information has been requested from the SNS and this will be looked at more regularly. Confirmation was provided that both pop up roadshows and Your Community Your Say Forums will also be utilised. There is likely to be changes to the Housing Management Teams which may result in 1 anti-social behaviour team so that where there are problem estates, there will be bigger resources to utilise.

Resolved:

- 1. Board accepted the co-regulatory assurance that we remain compliant with the Social Housing Regulatory framework; and**
- 2. Board noted the up-to-date progress on actions to mitigate emerging consumer standard compliance risks and ensure continued compliance**
- 3. Board noted the Regulator's preliminary ideas for their new consumer regulation role and our initial response/actions to prepare for the changes as they emerge**

MATTERS ARISING ACTIONS
Virtual Board Meeting 9th December 2021

PUBLIC AGENDA			
Item	Action	By Whom	Comments
Q2 Performance Summary	KPI table – narrative in future reports to make it clear that these are the ones monitored by the Council and not transactional measures	DF	To be actioned for Q3 Performance summary report
	Fire Risk Assessments - Feedback to be provided on whether these could be carried out on empty shops	AGu	Fire Risk Assessments orders have been raised for the Empty shops.
Item 8 – EDI Strategy 2022-25	Details of launch to be circulated	AR	<p>Staff through Team Brief – presentation at Leadership Forum Jan 22. Leaders to deliver team presentations thereafter.</p> <p>Inclusive Leadership session delivered Jan 22 at Leadership Development Session.</p> <p>Customers:</p> <ul style="list-style-type: none"> ✓ Tenant Voice ✓ Individuals involved, personal thank you letter with copy of Strategy delivered. ✓ Wider tenant base through e-bulletin ✓ Advertise at Lightbox TV screen Completed ✓ Partner meetings commence 9/2/22 <p>Website and Intranet updated.</p>

Item 9 – Quarterly Risk Update	RSH Sector Risk Profile to be circulated to Board	SR	Complete 9/12/21
	Narrative to be included on the inability to meet housing need	SR	Completed
	Ensure it is made clear in the risk register the significant challenges as a result of budget constraints, repair demands, increasing costs, supply chain issues, vacant posts, more demanding customers etc.	SR	Included in report submitted to Audit & Risk Committee 27/1/22
Item 10 – Audit & Risk Committee Annual Report	Terms of Reference to be amended at Section 4.5 – amending to make clear Board approves the overall risk assessment processes	CD	Completed – minor amendment
Item 12 – Compliance with the Social Housing Regulatory Framework	Consultation on new Tenant Satisfaction measures – Following discussion by EMT. information to be circulated to Customer Services Committee before the next meeting.	DF	Complete

CEO Update

March 2022



Creating great homes and communities with the people of Barnsley



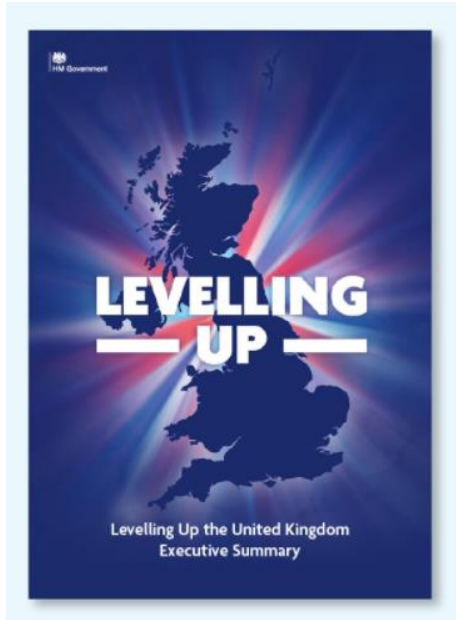
National/International Perspective

- Ukrainian Invasion
- Cost of Living
- Ending of Covid Restrictions



CBI Report - crisis https://www.cbi.org.uk/media/axfbhquj/22-02-25-russia_ukraine_uk-macro-impact.pdf

National Perspective



- Regeneration!
- Private rented sector reform
- Devolution Revolution
- Homeownership

Housing National Perspective

- New Housing minister
- Professionalism in Housing
- Social Housing Bill – May?
- NHF - Rent Settlement 2025-
- TSM consultation closed



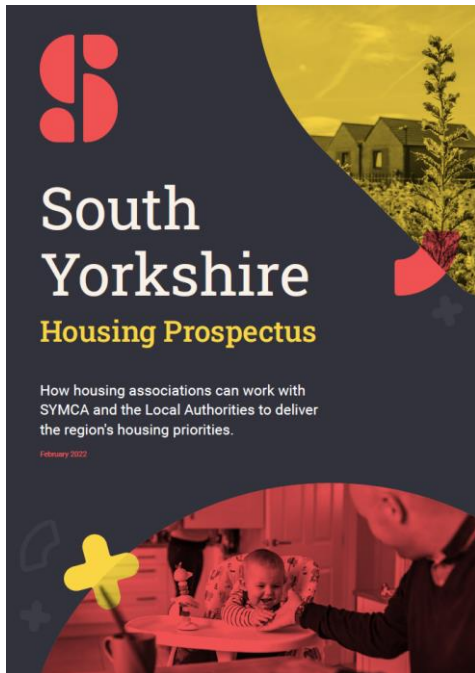
Government launches Social Housing White Paper
Professionalisation Review



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Regional Perspective



<https://www.yorkshirehousing.co.uk/media/SYHP-Prospectus-Feb-2022.pdf>

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Barnsley Perspective



New
Executive
Director
announced
for Barnsley
Council



MATT O'NEILL
Executive Director
of Place



Creating great homes and communities for the people of Barnsley



Berneslai Homes Perspective

- Back in the office – Agile working
- Staff consultation & feedback
- Apprenticeship week
- Barnsley College Links
- 2021/22 Pay Deal – 1.75%
- External reviews



Housemark



Creating great homes and communities with the people of Barnsley



Priorities to July 2022

- IIP Assessment
- TPAS report & action plan
- Pandemic to Endemic
- Visible leadership - back to floor/estate walkabouts
- Review Savills EPC data & impact on budgets
- Development of zero carbon strategy

Report Title	Performance Framework	Date	17 March 2022
Report To	Board	Confidential	No
Report From	Alison Rusdale Executive Director of Corporate Services	Contact	<u>mandysmith@berneslaihomes.co.uk</u>

1. Purpose of report	<p>To present to Board a draft version of Q3 performance in the proposed new format. The basket of KPIs shown are the contractual KPIs which are included in the strategic plan for 22/23 and the new framework will go live for reporting of 22/23.</p> <p>A fuller pack will go to the Executive Team which will lead into the pack going to Committee followed by summary report and Council Pulse KPI's to Board. Within the pack there will be an emphasis on exceptions where a data deeper dive will be included which can be scrutinised providing good flow and governance.</p> <p>The proposed product to Board is very similar to what is currently received but reflects a Pulse style KPI document.</p>
2. Recommendation/s	<p>Approve the new format and invite comments and feedback to assist in the finalisation.</p>

Report Title	Quarter 3, Corporate Performance Summary	Date	17 March 2022
Report To	Board	Confidential	No
Report From	Executive Director of Corporate Services	Contact	chrisbrownley@berneslaihomes.co.uk

1. Purpose of report	The purpose of this report is to provide Board with a summary of performance for the third quarter of the financial year 2021/22. The main report and its detail was discussed by the Customer Services Committee, 24 February 2022, and comments have been fed into this summary. It also highlights developing trends since the report was finalised.
2. Recommendation/s	<ol style="list-style-type: none"> I. Board are asked to consider and comment on the performance of the organisation during the third quarter of the financial year. II. In so doing, they should ensure they are satisfied that where performance targets have not been achieved that the issues causing this are clear and that there are adequate controls and actions in place to address the reasons for this. III. Board should identify any areas where they feel as though more detailed consideration is required by Customer Services Committee.

3. **Key Performance Indicators**

- 3.1 We narrowly missed 4 Key Performance Indicators and failed to meet 2 others. The 2 indicators below target are tenants satisfied with the repairs and maintenance service and void re-let time.
- 3.2 Customer Services Committee were satisfied with core performance, and described it as strong given the circumstances, and the actions being taken where performance is below key targets.

4. **Exceptions**

- 4.1 Void turnaround performance during this quarter has slightly improved with cumulative performance at just over 30 calendar days. Concerted efforts to relet some of our more difficult to let properties resulted in there being only 66 routine void properties at the end of the period and only 115 void properties in total. This is significantly lower than at the same point in time in the two years preceding Covid-19. The HouseMark Quarterly Forecast Report shows that with only 0.38% of dwellings vacant but available to let we are substantially outperforming our peers where the sector average is 0.55%. As a result the rent loss to the HRA resulting from voids was only 0.74% which is well below the HRA business plan assumption of 1.05%.

We continue to focus on further improvements to reduce void turnaround. In addition, an internal audit review of void management processes is underway to identify any potential areas for further improvement.

- 4.3 Analysis of the high upheld rates has highlighted that similar complaints are being upheld due to service improvements not getting implemented quickly enough. It should be acknowledged that work is underway on implementing the big ticket repairs and maintenance I.T. project which will bring about improvements but this impacts on smaller improvements getting progressed through to completion as it's the same staff who are involved and they are working at capacity. Our Senior Management Team are going to explore how these smaller service improvements can be resourced within teams.

5. **Key Services**

- 5.1 **Income Management** – At the end of the 3rd Quarter there was a collection rate of 96.40%, which is within target. We ended Quarter 3 with a Universal Credit (UC) collection rate of 93.79% (3,045 out of a total of 4,979 cases in arrears). The collection rate is the highest rate it has been so far this financial year, however the total arrears value and average debt per case has increased. The number of legal notices served was back to pre-pandemic levels; in total we served 206 in Quarter 3. Applications started for new and re-issued warrants and, as at the end of the period, have had eviction dates set for 43 cases and 5 evictions have been carried out.

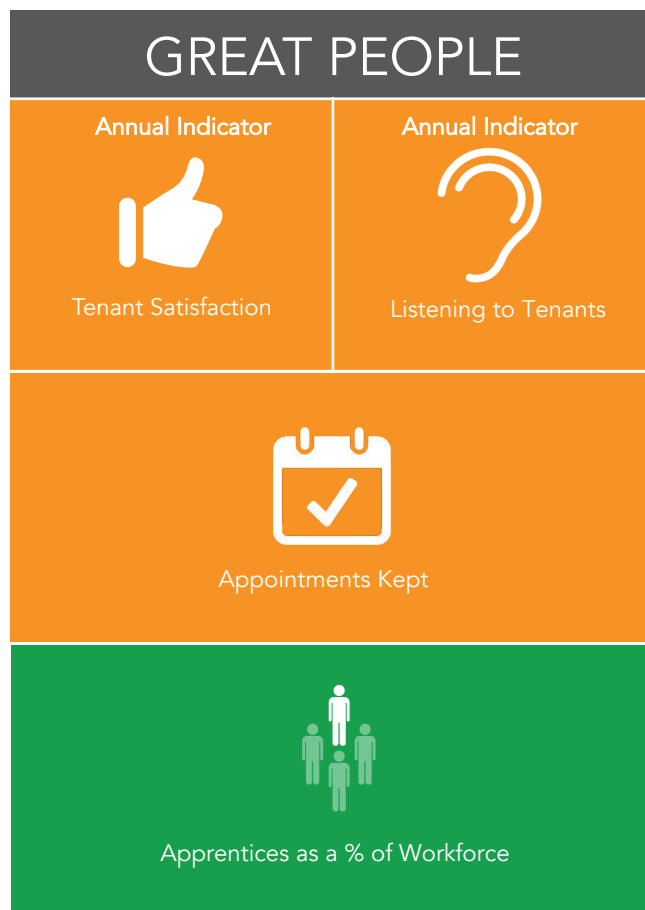
- 5.2 **Voids** - Void performance during the third quarter slightly improved but the cumulative performance is still above 30 calendar days.
- 5.3 **Rehousing** - Overall numbers on the waiting list have increased during Quarter 3 relative to the first 2 quarters of the year and are nearing 9,000. This is in part due to the deferral of the annual review which will take place in quarter 4 with an anticipated outcome of lists returning to “normal” levels between 7,000 – 8,000. with new applications currently averaging over 330 per month against around 95 lets. The proportion of lets to applicants in Band 1 has continued to increase and is in excess of 50% of all vacancies. This will be monitored due to the limiting effect on other bands.
- 5.4 **Repairs** - Priority 1 repairs (24 hours) completed in time was outside target at 98.95% against target of 99.5%. The average time for non-urgent repairs is within target although tenant satisfaction with the responsive repair service is under target at 88.57% against target of 94.25%. Challenges continue particularly the nationwide materials shortages which translates into higher prices which impacts budget pressures. A discussion took place at Customer Services Committee which emphasised the need for good regular communication around repairs and any delays. A collaborative effort is on-going to keep tenants informed of the situation. These issues are continuing into the final quarter of the year.
- 5.5 **Barnsley Homes Standard** - Last year's programme is complete and 6 2021/22 schemes are on-site. At the end of the third quarter, 0.17% of the housing stock was deemed non-decent against a target of 0%.
- 5.6 **Regulatory Compliance**
- 5.6.1 **Gas Servicing** – At the end of Quarter 3, 100% of properties had a valid gas safety certificate. On the last day of February, 2 properties were overdue 1 tested positive for Covid and awaiting recent test results and the second working with HMO's after numerous failed attempts for access.
- 5.6.2 **Water Hygiene Management** – 97.00% of domestic premises have a water hygiene assessment in place. All remedial orders which were raised in Quarter 3 were completed.
- 5.6.3 **Asbestos Management** – The percentage of domestic dwellings with an asbestos survey is 98.84%. For non-domestic dwellings, 99.82% had a survey in place.
- 5.6.4 **Statutory Fire Risk Assessments (FRA)** - 98.44% of premises have a fire risk assessment in place. In total there are 4 outstanding FRAs; 1 non-domestic property and 3 retail units. The non-domestic property could not be accessed due to Covid, and appointments are being arranged for the retail units.
- 5.6.5 **Electrical Testing (EICR)** – On track with 97.60% of homes having an EICR of 10 years or less. End of January position 351 properties do not have electrical certificates of less than 10 years. The situation is being monitored monthly and progress is being made.

- 5.7 **Early Help, Prevention and Intervention** – 46 eligible participants to the European Social Fund Programme, Achieve. We also gained additional benefit worth £123,166 for tenants and £14,690 of additional funding/grants. The Money Advice Worker assisted 45 people who had debt amounting to over £155,480. There were 33 referrals for Mental Health Support, 27 for Intensive Tenancy Support and 33 to the Housing Coaches.
- 5.8 **Complaints** – We have seen a consistent number of formal complaints being made in this quarter and expect a year end outturn similar to last year. With a complaint rate of 0.64 per 1000 properties the level of complaints is significantly lower than the Housemark benchmark of 2.6 per 1000 properties. The number of complaints relating to Property Services is high with 82.8% of all stage 1 complaints and 66.7% of stage 2 complaints being repair related. Cumulative responding within target timescale has improved, with 67.96% of all stage 1 complaints being responded to in target. Improvements have been seen in Quarter 3 with 80% of stage 1 complaints and 88.9% of stage 2 complaints being responded to in target times in Quarter 3. Performance at the end of February was 72% for stage 1 and 75.86% for stage 2 (NB the local offer agreed with the Tenants Voice Panel for both stages is 75% in target time).
6. Attachment
- 6.1 Key Performance Indicator Data Set 2021/22 – Council contractual measures



HEADLINES

Tenant satisfaction with repairs and maintenance service below target.



HEADLINES

Appointments Kept improving.

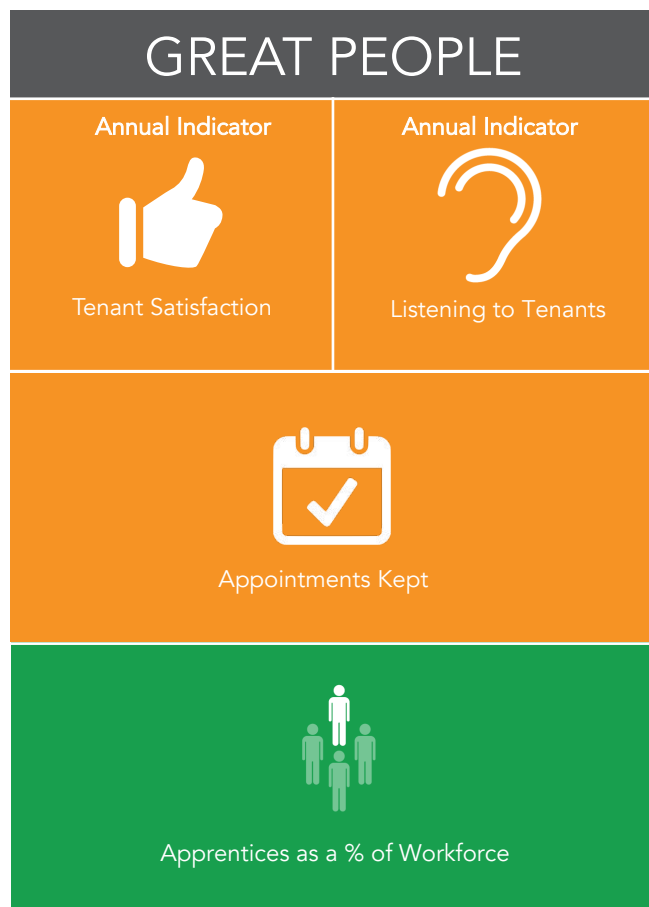


HEADLINES

Rent Collection Improving.



	PREVIOUS QUARTER	CURRENT QUARTER	
—	83%	83%	Safe and Secure Number of days to re-let – measured from termination to re-let.
—	79%	79%	Keeping properties in good repair 3 Tenant satisfaction with landlord's repairs and maintenance service.
—	0.17%	0.17%	Keeping properties in good repair 1 Compliance with decent home standard.
↑	98.73%	98.95%	Priority Repairs 1 Priority 1 Repairs - 24 hours percentage completed on time.
↑	8.69	8.72	Non-Emergency Reactive Repairs Average length of time taken to complete non-emergency reactive repairs (new PRIP KPI 11).
↓	30.65	30.38	Average re-let days Average time to re-let local authority housing (calendar days).
↑	98.23%	98.65%	Maintaining Building Safety 1 Compliance with health and safety obligations (big 6).
	New	New	SAP Ratings Average SAP ratings across stock.
	New	New	EPC Ratings Percentage of Properties with an EPC C or above.



	PREVIOUS QUARTER	CURRENT QUARTER	
—	85%	85%	Tenant Satisfaction The percentage of all tenants satisfied with the overall service provided.
—	70%	70%	STAR survey The percentage of tenants who feel that their views are listened to and acted upon (STAR survey question).
↑	98.58%	98.94%	Appointments Kept Percentage of appointments kept (new PRIP KPI 1).
↑	5.52%	6.83%	Apprentices We will employ as a minimum 3% of our workforce as apprentices.



New Indicator



Management Fee Efficiency Target

	PREVIOUS QUARTER	CURRENT QUARTER	
↑	0.73%	0.74%	Void Rent Loss Tenant satisfaction with the health and safety of their home.
↑	96.37%	96.40%	Rent collection Rent collected as a proportion of rents owed on HRA dwellings (old BV66(a)).
↑	65.12%	70.46%	Local Spend To spend at least 75% of funds locally supporting the Barnsley economy (with locally based businesses, traders and suppliers).
	New	New	Management Fee Management Fee Efficiency target as part of annual VFM report.

GREAT PLACE



Tenants Satisfaction with Repairs

Need Text



Average re-let days

Need Text

GREAT PEOPLE

No Exceptions

GREAT COMPANY

No Exceptions



Housing Repairs Project







IT Repairs Project

As part of our Technology and Innovation ambition, Berneslai Homes are working on a programme of works to improve the way repairs and maintenance jobs are ordered, allocated, and completed

Why is it needed?

The project will deliver a better customer experience for our tenants and support more efficient ways of working for our craft teams - removing 'clunky' manual processes

Here are some of the great benefits we'll gain:

Now	After
<p>Repairs reported by phone or app and manually logged in SAP</p> <p>Call centre receives many requests for repairs</p>	<p>Repairs can be reported online or by phone and 'intelligent' cost-effective appointments will be offered by the Dynamic Resources Scheduler (DRS)</p> 
<p>Colleagues and resources aren't always allocated in the best way</p>	<p>Job allocated to the most suitable person based on skills, training, and location</p> <p>Resources needed to complete the job will also be identified and allocated including vehicles, materials, and specialised equipment</p> 

Here are some of the great benefits we'll gain:

Now

After

Journeys to and from jobs aren't always efficient

DRS will give real-time updates and traffic conditions, planning journeys for craft colleagues – saving time and reducing our carbon footprint



The way tasks are allocated and tracked isn't automated, with multiple steps and variables involved so it isn't always the most efficient way

Tasks will be updated in real-time so managers can track progress

DRS will optimise resources by considering all variables and distributing tasks across the team in the most efficient way



Progress so far...

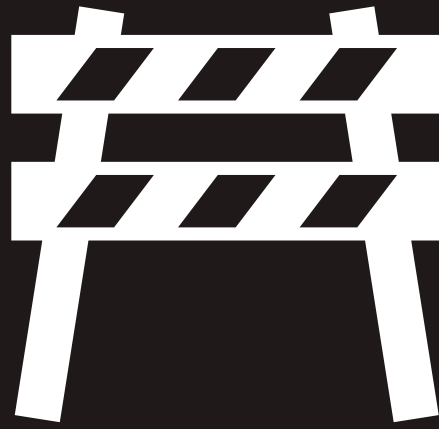
To date, we have:

- ✓ Procured the software licences needed
- ✓ Set up the project team and governance
- ✓ Upgraded NEC and moved to cloud storage, plus designed and built core modules
- ✓ Procured new mobile devices
- ✓ Engaged with Wates and agreed approaches
- ✓ Migrated repairs history data
- ✓ Started change management engagement with staff

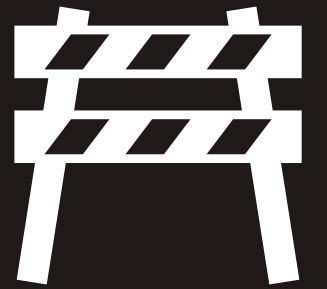


A few roadblocks along the way...

Kit shortages worldwide
(due to external
influences like Brexit
and Covid-19)



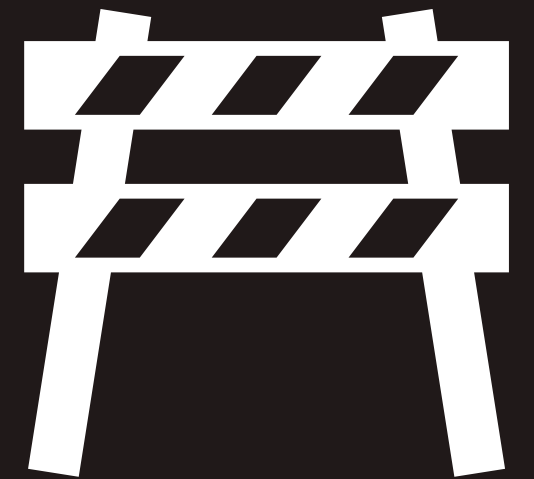
Skills shortages in the
wider economy



Covid-19 restrictions =
100% virtual sessions



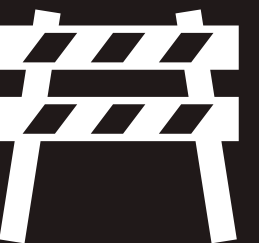
Adaptations and
changes along the way
(including compatibility
with existing software)



Unexpected complexity with some
areas requiring bespoke
development (adding more time and
resource to the project)

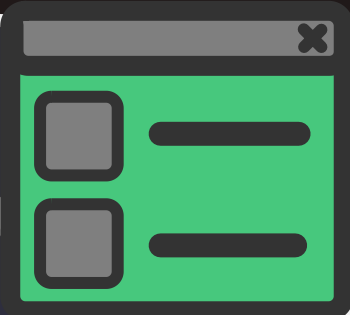


Resources and capacity
within Berneslai Homes to
deliver (other priorities)



What's next?

Design and build of advanced functionality and interfaces



More NEC upgrades



Testing, testing, testing!



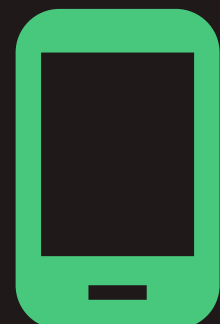
Go live April 2023 – phase one



Development and delivery of training materials and user guides to 400 staff



Set up and roll out of new devices to 250 staff



To meet our new go live target of April 2023, we are:

- Receiving strategic support and advice from an expert consultant
- Dedicating additional support and resources from construction services (secondment for the duration of the project to offer expertise in planned works linking to project planner) and elsewhere (Kickstart, admin support)
- Reworking and reality testing the programme plan
- Seeking buy-in from colleagues through change management engagement and regular communications

Replacement of Repairs & Maintenance System

Programme Highlight Report – February/March 2022



Programme: Repairs & Maintenance System (Phase One)		Project Manager: Terri Fisher	
Sponsor: Arturo Gulla		Programme Start Date: May 2021	End Date: April 2023
Budget Spend – On track	Risk Level - Medium	Overall Project Status - Amber	

Overview Summary of Progress:

Project Phase	Number of Activities	Number of Activities Completed	Start Date	End Date	% Complete	RAG Rating	Key Activities Planned for Next Period (April/May 2022)
System design; define new processes; develop data migration, testing and training strategies/plans; specification of interfaces; go-live planning	86	50	13/05/2021	27/03/2023	58%		Re-baseline of project plan between BH, NEC and Advanced; continue work with BMBC IT, NEC, Wates and business representatives on interfaces and design specifications as needed; project kick-off of C365 compliance management system
System build and configuration; critical fail testing and bug/error resolution; user acceptance testing; build and test of interfaces; configure and setup hardware; data extraction and migration; knowledge transfer	189	44	10/07/2021	31/03/2023	23%		Installation and integration of InterFinder with Housing Online and NEC test environment; installation and integration of DRS with NEC test environment; installation and integration of Job Manager with NEC and DRS; InterFinder demo to customers and customer services for feedback and testing; complete configuration specification for data warehouse and dashboards
System training for end users	8	0	30/01/2023	24/03/2023	0%		N/A
System readiness/cutover and go-live	9	0	27/03/2023	01/04/2023	0%		N/A
Post go-live support and implementation of new business and support processes	2	0	01/04/2023	12/05/2023	0%		N/A
Lessons learned; benefits realisation; post implementation review; project closure	6	1	01/04/2023	14/07/2023	17%		N/A

Key Activities Completed This Period (February/March 2022):

- Conducted final testing of RepairFinder following install and integration with NEC test environment
- Project team met and started planning the detail behind activities needed ahead of go-live
- Continued work with BMBC IT, NEC, Wates and business representatives on interfaces, process maps; data matching and design specifications as needed
- Introduction to data warehouse and dashboards session
- Completion of planned maintenance build in NEC test environment

Exceptions/Issues:

- There is currently no update on exceptions or issues as we are re-baseline the programme and associated risks/issues register in line with the revised timeline for implementation

Financial risks

- Delay in generating CS productivity / efficiency gains
- Commitment to review CS pay
- Additional cost of Programme Management by suppliers
- Reduced time to implement further NEC modules available as part of the 3-year enterprise licence
- TMA App is reaching 'end of life' = there is a cost to rebuild if necessary

Interim measures

- C365 headline project milestones
 - Approvals in place March 2022
 - Contracts 'go live' April 2022
 - Modules built June 2022
 - Phased move of key compliance areas (except gas)
 - Gas compliance on C365 April 2023 with NEC 'go live'
- Identify options to increase CS craft staff pay and implement

Report Title	Innovation and Technology Strategy 2022 - 24	Date	17 March 2022
Report To	Board	Confidential	No
Report From	Executive Director of Corporate Services	Contact	Chris Brownley, Head of Performance and Improvement

1. Purpose of report	To seek approval for the Innovation and Technology Strategy 2022 - 24
2. Recommendation/s	<p>It is recommended that Board:</p> <ul style="list-style-type: none"> approves the draft Innovation and technology Strategy 2022 - 24

3. Introduction/Background

- 3.1 This is Berneslai Homes' first Innovation and Technology Strategy.
- 3.2 The document is separated into 2 parts with the first section focusing on our innovation principles and ambitions and the second focusing on Technology.
- 3.3 Progress against the associated 1-year action plan will be reported to EMT/ SMT and to Board via the Customer Services Committee.

4. Current Position

- 4.1 A new 2-year Innovation and Technology Strategy has been developed following extensive consultations.
- 4.2 It has been developed very much in the new 'house style' and structured to ensure it is clear, concise and in a simple format to ensure that it is not:

- a lengthy document full of narrative which no one wishes to read
- restricted by a detailed long term action plan when in the fast-paced environment, it is difficult to predict future challenges

4.3 The strategy will help:

- All staff understand the part they play in enabling innovation
- Guide how we will continually develop to meet future challenges
- Keep us ahead in the sector and delivering value for customers and the council

4.4 The Technology section outlines how we will use technology to achieve our vision and help us deliver the priorities as set out in the strategic plan.

5. Options

5.1 That Board approve the new Technology and Innovation Strategy

This is the recommended option

5.2 That Board do not approve the Technology and Innovation Strategy.

This is not the recommended option as the plan has been subject to extensive consultation and the outcomes of the Strategy have been aligned to Berneslai Homes Strategic Plan and the Barnsley 2030 objectives.

6. Consultations

6.1 Extensive consultation has been undertaken via:

- Tenant Voice
- Leadership Forum
- Board
- EMT
- SMT
- Staff

7. Customer views and feedback

7.1 Sought as part of the consultation and reflected within the Strategy. The Tenants Voice Panel were positive about the Strategy and Plan. They liked the approach, style and content and highlighted the focus on unearthing problems and co-designing solutions. They had particular interest in local spend, efficiency gains from intelligent scheduling and automation, carbon reduction activity and Internet of Things / Smart Home technology.

8. Equality and Diversity

8.1 Taken into consideration when drafting the strategy.

8.2 Equality Impact Assessments will be undertaken for all projects listed in the 1-year action plan.

9. Data Privacy

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

9.2 Data Protection Impact Assessments and Security Assessments are undertaken when new systems are procured or when processes are significantly changed.

10. Risks: -

10.1 Financial - The year 1 action plan has been costed and budgets are already assigned.

10.2 Regulation and compliance – Regulatory compliance forms part of the Strategy and Data Protection Impact Assessments and Security Assessments are undertaken for new IT systems or processes.

10.3 Operations – Our approach to innovation and technology will ensure we deliver a customer first approach to the provision of excellent services.

10.4 Reputational – The approach to innovation is risk averse, meeting our risk profile, and there is little reputational risk from the proposed approach.

10.5 Change – The action plan does deliver a high degree of change for the organisation which does pose a risk.

10.5.1 The large Repairs and Maintenance Project is being closely managed and change management is a central element.

10.5.2 Service areas including Income Management, Property Services and Housing Management are aware and expectant of the work in their areas.

11. Financial Implications/Value for Money

11.1 There are no new financial implications.

12. Employee Implications

12.1 The Strategy will benefit employees and information from staff satisfaction surveys has been incorporated.

13. BMBC Strategic Alignment

13.1 The outcomes of the Innovation and Technology Strategy are aligned to the Barnsley 2030 objectives.

13.2 The approach of continual close partnership working supports the Council.

14. Proposal

14.1 That Board approves the draft Innovation and Technology strategy 2022 – 24.

15. Implications for and contributions to Zero Carbon

15.1 Not directly applicable but consideration will be given to reducing carbon when exploring Internet of Things Technology and when redesigning services.

16. Glossary

16.1 None.

17. List of Appendices

17.1 Appendix A – Draft Innovation and technology Strategy 2022 – 24.

18. Background Papers

18.1 None



Innovation and Technology Strategy 2022-24

OUR VALUES

Everyone who works for Berneslai Homes will embrace these values and make them relevant to their role, which have been tailored to this strategy.

Our vision is clear:

Creating great homes and communities with the people of Barnsley.

Our mission supports our vision:

Great place, great people, great company.

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

Customer first

Everything we do will be for the benefit of our customers. Technology will allow us to be efficient, help us keep people safe in their homes and deliver a great experience.

Can do attitude

We are driven to deliver actions, aren't afraid to experiment and change things if necessary. We are change makers.

Curious

Working with customers we will unpick the problems, look under stones for the unseen and asking questions to understand the challenges faced by customers. We will explore, discover, and experiment.

PURPOSE

The first part of the strategy sets out our Innovation Principles and approach to innovation which will:

- Help all staff understand the part they play in enabling innovation.
- Help guide how we will continually develop to meet our future challenges.
- Help us to keep ahead in the sector and delivering for customers and the council.

The second section outlines how we will use technology to achieve our company's vision and help us deliver the priorities as set out in the strategic plan.

The strategy has an associated 1 year action plan which can be found at the end of the document.



Our 2030 ambitions.



90% of customer contacts will be online by 2030.



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



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



5% reduction in the cost of day-to-day housing repairs through improved scheduling of work by 2030.



All tenants have access to affordable internet connections.

SECTION 1

INNOVATION

Technology

INNOVATION

Development

Ideas

Creativity

Research

Concept

Invention

Improvement

Insight

OUR INNOVATION AMBITIONS

Innovation =
The pursuit of better.



- ✓ Find a problem
- ✓ Fix a problem
- ✓ Get it out there

- We aim to build the innovation capability across the organisation. We don't have a single team.
- We will really get to know our customers and their world. We want to be customer centred and will work with them to innovate and fix the issues that affect them.
- We will pilot new ideas and work with staff and customer to evaluate the effectiveness then scale up to have the greatest impact.
- We'll encourage people to think BIG, but start small.
- We will amplify creative thinking to find the best solution.

INNOVATION PRINCIPLES

- Maximise current partnerships
- Together towards zero carbon
- Digitally enabled borough
- Universities and educational establishments
- When procuring suppliers

- Internet of Things/Proptech
- Building information
- Compliance
- Building safety
- Energy efficiency



- Curiosity
- Values
- Training
- Leadership competency
- Customer focused
- Be bold
- Insight
- Involve tenants
- Co-design with tenants
- Diversity

- Fix the problems
- Discovery
- Experiment
- Insight
- Real-time
- Digital services
- Efficient
- Automate
- Connected
- Artificial Intelligence and Learning

The 4 Ps of people, processes, properties and partnerships helps explain what innovation means to Berneslai Homes. It also sets out our guiding principles that help us retain focus when things change around us.

SECTION 2

TECHNOLOGY



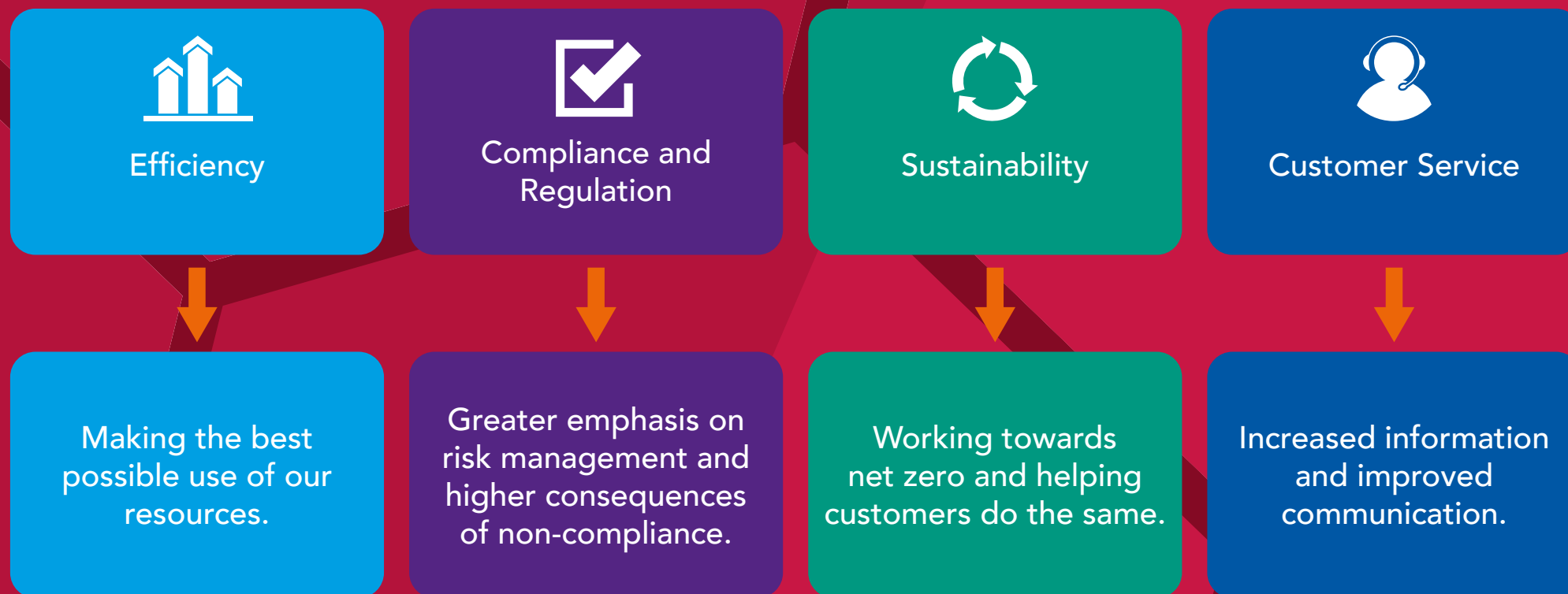
TECHNOLOGY AMBITIONS

Our ambition as set out in the Berneslai Homes 2021-31 Strategic Plan is to develop the best use of technology for the business, our tenants and communities.

Technology will enable the achievement of our five strategic priority areas :-

- Hearing Customers
- Keeping Tenants Safe
- Improving opportunities for employment
- Growth of homes & services
- Zero Carbon

Technology will also help us overcome four main challenges.



PRINCIPLES



Support our
existing technology.



Ensure information
is safe.



Invest in diverse
thinking.



Use off the shelf
technology.



Support local
companies.



Network with others.
Work closely with
tenants.



Train staff
well.

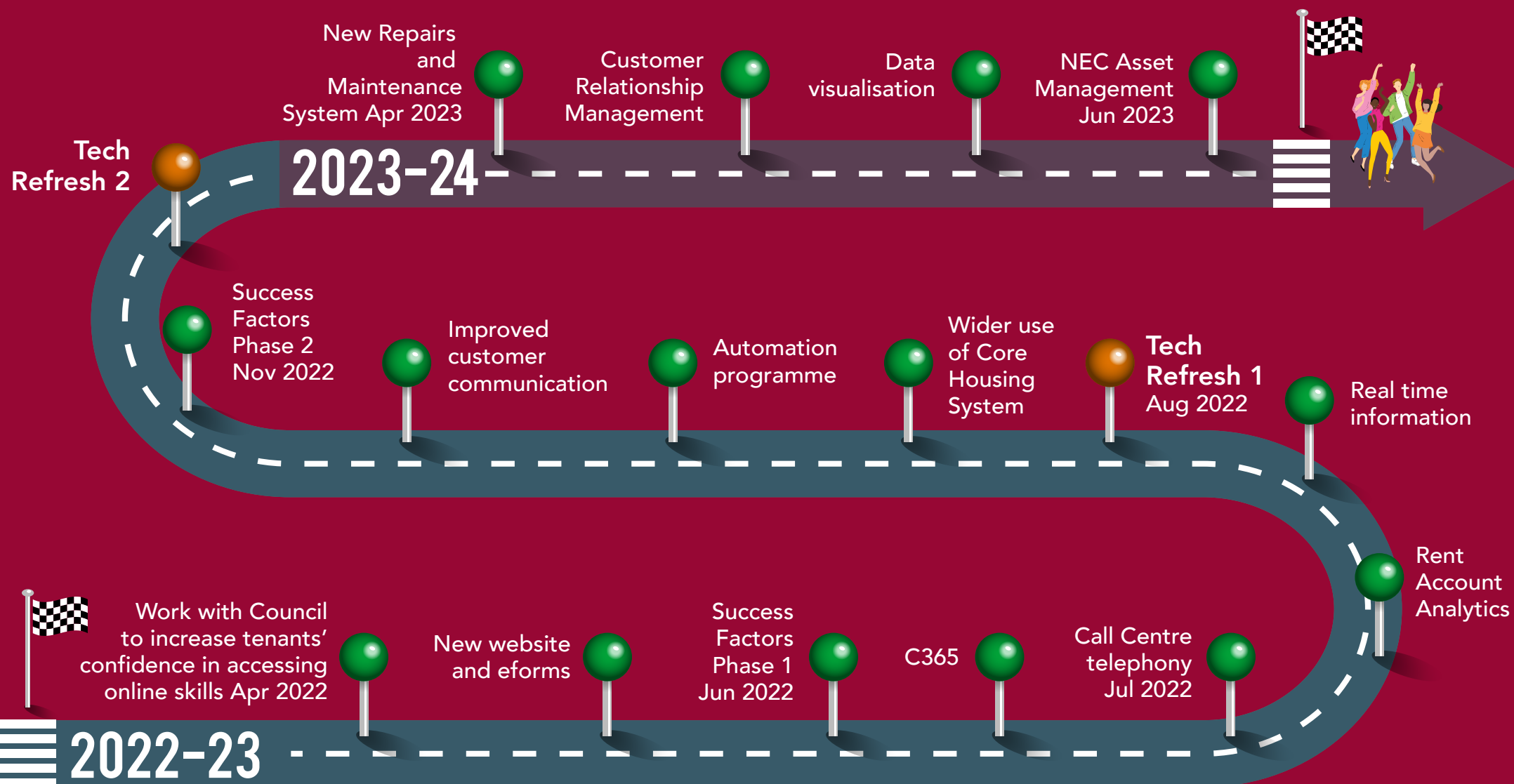


Work with BMBC our
technology provider.



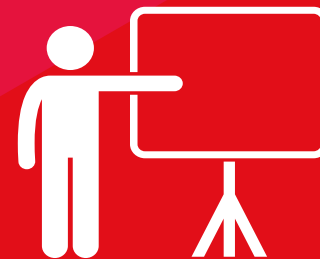
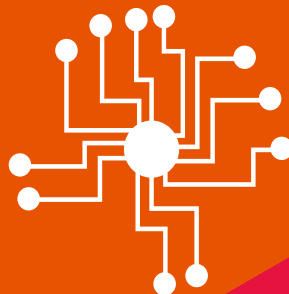
Invest
to save.

ROADMAP 2022-2024



SUCCESS MEASURES

- ✓ Delivery of Year 1 Actions
- ✓ NEC housing repairs phase 1 implemented by April 2023
- ✓ NEC housing repairs phase 2 implemented by June 2023
- ✓ C365 Compliance software fully implemented by April 2023
- ✓ 95% of staff satisfied that they have the right kit to do their job
- ✓ 10% increase in the number of customer contacts online by April 2024
- ✓ 5% reduction in day to day housing repairs costs by the end of 2030 due to better scheduling
- ✓ Internet of Things Pilot established so we can assess wider role out



2022/23 ACTION PLAN

- 1 Implement the new system for housing repairs and maintenance including dynamic scheduling, new mobility, online repairs reporting and real time reporting.
- 2 Deliver a training programme so staff are competent in the use of new systems.
- 3 Build and introduce an analytics tool for Income Management.
- 4 Implement new Compliance software for Building Safety.
- 5 Establish a process automation programme with the aim of automating a set of non-value adding processes.
- 6 Update the Housing System so on current release, enabling new functionality to be used.
- 7 Website moved onto a new platform, giving new options re. communicating with customers.
- 8 Eform system move and new developments.
- 9 Development of a data warehouse.
- 10 Introduce a 360 view of the Housing Management system.
- 11 Deliver the Digital Inclusion Pilot.
- 12 Deliver phase 1 and 2 of revised end user device refresh programme.
- 13 Explore, with the aim of piloting, Internet of Things Technology for building maintenance or energy efficiency.
- 14 Increased use of Call Centre technology.
- 15 SAP Success Factors.



www.berneslaihomes.co.uk

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March 2022

Report Title	Governance Update	Date	17th March 2022
Report To	Board	Confidential	
Report From	Head of Governance and Strategy	Contact	samantharoebuck@berneslaihomes.co.uk

1. Purpose of report	To update Board on key governance issues.
2. Recommendation/s	<p>The Board are requested to: -</p> <ul style="list-style-type: none"> Consider and approve the proposal to extend Board membership of Cllr Caroline Makinson to September 2023. Approve the new Board Mandatory and Optional Development Plans. Note the update on Board recruitment Note the DTP 2 years on Governance review

3. Introduction/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 recruitment.

3.2 The Board previously agreed a succession plan for recruitment to Board and Committee in line with the NHF code of Governance.

4. Current Position

Board recruitment

- 4.1 The Board approved the recruitment of new Board members in September 2021.

	Position	Retirement Date
Gary Ellis	Board member and Chair of Audit and Risk	September 22
Councillor Caroline Makinson	Cllr Board Member	September 22
Liana Khachatryan	Tenant Board Member	September 22

4.2 Recruitment Update

Chair of Audit and Risk

The role has been advertised and interviews have taken place for this position however unfortunately no appointment has been made. Following a quotation exercise EMA Consultants have been appointed to work with the Head of Governance and Strategy to provide additional support in recruiting to this role. Interviews are due to take place in April. Although delayed this will still provide a period of learning for the successful applicant in the role whilst supported by the current Chair, before taking over the role from 30 September 2022.

Councillor Board member

Barnsley MBC have requested that Caroline Makinson's position on the Board be extended for a further 12 months to run until September 2023. This is still within the maximum 9 years and will assist with the retention of skills on the Board, assisting in a phased approach to Board turnover and effective succession planning.

Tenant Board Member

Recruitment is underway for the position. A session has been held with involved customers which was also attended by Adriana Rustemi to provide insight into the role and how the support and training provided to Board members can support a new member in the role. We have produced a video around what it means to be a board member that is now on our website and forms part of the recruitment package. We will be holding further sessions with customers as required through this process.

The new tenant Board member will require a Board mentor and we would like to request volunteers from Board to support our new tenant Board member when they are appointed. The new tenant Board member will take over in the role from Liana Khachatryan from the 30th of September 2022.

4.3 Board Development Programme 2022

The Board development programme has been reviewed for 2022 following the skills matrix assessments and Board appraisals. The new development plan covers both required attendance by members as these are sessions aimed at developing the skills and knowledge of the Board and optional sessions that Board would find useful to attend. These dates have already been issued to Board members.

Board Development Plan 2022			
Required attendance:			
Topic	Who	Date Scheduled	Notes
1. Fraud Awareness and Scrutiny	HQN	13 January 3-4.30pm	Carried over from 2020 due to availability completed
2. Board away day	AG / EMT	30 March All day	Board self-Assessment Action Plan – Board Away day including culture and delivery the strategy, opportunities, and challenge
3. Sustainability / zero carbon	JD	14 April 12-2pm	Outcome of the zero-carbon measures cost modelling exercise of the stock undertaken by Savills
4. Unconscious bias training	AJB	19 May 14:45 to 15:45	Scheduled before the Board meeting (1hr)
5. Social Housing White Paper	SB/DC	14 July 12-2pm	Board member appraisal action
6. Budget	FW	20 October 12-2pm	Annual briefing
7. Phishing email training	SR	N/A will be given 4 weeks to log on at a convenient time to complete the training.	Will be a short 15-minute training session via Inspire –to be completed by all Board members
Optional attendance:			
Topic	Who	Additional dates	Notes
Role of Internal Audit and Audit Committee/Board	SR (Internal Audit)	28 April 3pm	Scheduled for first hour of audit committee
Construction Services Tour followed by an overview of PRIP and Construction Services	LW	Summer 2022 - TBC	Usually an induction item but omitted for many board members who started just before or during covid.
C365 Training to use the system	DC	1 December 12-2pm	Training for Board members who would like to access the new compliance reports

4.4 DTP Review – 2 years on

DTP carried out a review of our governance arrangements 2 years ago. From this review an action plan was agreed and has now been completed. We have invited DTP to carry out a light touch review of our new governance arrangements and to make any further recommendations for improvement.

The light touch review will include Angela Lomax observing Board on the 17th of March, a survey being issued to all Board members with follow up 121 sessions, a discussion with the Executive Management Team and a light touch review of documentation.

A report from the review and a presentation will be made to Board at the next Board meeting on the 17th of May 2022.

5. Options

- 5.1 Board could decide to terminate Councillor Caroline Makinson at the AGM on the 29th of September 2022. This is not recommended as the Council have requested this extension and it is therefore unlikely we would be able to recruit to this position. This delay will allow further time to develop a succession plan and skills for councillor Board members.

6. Consultations

- 6.1 Consultations have taken place with EMT and the council.

7. Customer views and feedback

- 7.1 This report is an update around the governance of the Board and therefore customer views have not been sought specifically for this report. Customers have been engaged with us as part of our recruitment process for a tenant Board member and engaged tenants will be included in the selection process of the new tenant Board member.

8. Equality and Diversity

- 8.1 The recruitment of new Board members provides an opportunity to further diversify the Board. The current recruitment pack actively encourages applications from underrepresented groups.

9. Data Privacy

- 9.1 This data does not involve the processing of personal data.

10. Risks: -

- 10.1 Financial there is limited financial impact for this report, inhouse Board recruitment minimises costs. There are additional costs for the support from EMA recruitment for the specialist role of Audit and Risk Committee Chair, but this has been managed within existing budgets.

- 10.2. Regulation and Compliance – Effective succession planning and Board development ensures that Berneslai Homes complies with the NHF Code of Governance.
- 10.3 Operations – none identified
- 10.4 Reputational excellent governance at Berneslai Homes will sustain the reputation of the company with all stakeholders. The Service Director from the council is involved in the recruitment of the new Board members.
- 10.5 Change
- The need for ongoing development and change is important to ensure we have effective governance across the organisation.
11. Financial Implications/Value for Money
- 11.1 The cost of the Board recruitment will be accommodated within the Management Fee 2021/2022
12. Employee Implications
- 12.1 There are no employee implications arising directly from this report.
13. BMBC Strategic Alignment
- 13.1 The report aligns to the requirements from BMBC for the effective governance of Berneslai Homes.
14. Proposal
- 14.1 The Board are requested to: -
- Consider and approve the proposal to extend Board membership of Cllr Caroline Makinson to September 2023.
 - Approve the new Board Mandatory and Optional Development Plans.
 - Note the update on Board recruitment
 - Note the DTP 2 years on Governance review
15. Implications for and contributions to Zero Carbon
- 15.1 No specific zero carbon implications from this report
16. Glossary
- 16.1 N/A
17. List of Appendices
- 17.1 None

Report Title	Quarter 3, Corporate Performance Summary	Date	17 March 2022
Report To	Board	Confidential	No
Report From	Executive Director of Corporate Services	Contact	chrisbrownley@berneslaihomes.co.uk

1. Purpose of report	The purpose of this report is to provide Board with a summary of performance for the third quarter of the financial year 2021/22. The main report and its detail was discussed by the Customer Services Committee, 24 February 2022, and comments have been fed into this summary. It also highlights developing trends since the report was finalised.
2. Recommendation/s	<ol style="list-style-type: none"> I. Board are asked to consider and comment on the performance of the organisation during the third quarter of the financial year. II. In so doing, they should ensure they are satisfied that where performance targets have not been achieved that the issues causing this are clear and that there are adequate controls and actions in place to address the reasons for this. III. Board should identify any areas where they feel as though more detailed consideration is required by Customer Services Committee.

3. **Key Performance Indicators**

- 3.1 We narrowly missed 4 Key Performance Indicators and failed to meet 2 others. The 2 indicators below target are tenants satisfied with the repairs and maintenance service and void re-let time.
- 3.2 Customer Services Committee were satisfied with core performance, and described it as strong given the circumstances, and the actions being taken where performance is below key targets.

4. **Exceptions**

- 4.1 Void turnaround performance during this quarter has slightly improved with cumulative performance at just over 30 calendar days. Concerted efforts to relet some of our more difficult to let properties resulted in there being only 66 routine void properties at the end of the period and only 115 void properties in total. This is significantly lower than at the same point in time in the two years preceding Covid-19. The HouseMark Quarterly Forecast Report shows that with only 0.38% of dwellings vacant but available to let we are substantially outperforming our peers where the sector average is 0.55%. As a result the rent loss to the HRA resulting from voids was only 0.74% which is well below the HRA business plan assumption of 1.05%.

We continue to focus on further improvements to reduce void turnaround. In addition, an internal audit review of void management processes is underway to identify any potential areas for further improvement.

- 4.3 Analysis of the high upheld rates has highlighted that similar complaints are being upheld due to service improvements not getting implemented quickly enough. It should be acknowledged that work is underway on implementing the big ticket repairs and maintenance I.T. project which will bring about improvements but this impacts on smaller improvements getting progressed through to completion as it's the same staff who are involved and they are working at capacity. Our Senior Management Team are going to explore how these smaller service improvements can be resourced within teams.

5. **Key Services**

- 5.1 **Income Management** – At the end of the 3rd Quarter there was a collection rate of 96.40%, which is within target. We ended Quarter 3 with a Universal Credit (UC) collection rate of 93.79% (3,045 out of a total of 4,979 cases in arrears). The collection rate is the highest rate it has been so far this financial year, however the total arrears value and average debt per case has increased. The number of legal notices served was back to pre-pandemic levels; in total we served 206 in Quarter 3. Applications started for new and re-issued warrants and, as at the end of the period, have had eviction dates set for 43 cases and 5 evictions have been carried out.

- 5.2 **Voids** - Void performance during the third quarter slightly improved but the cumulative performance is still above 30 calendar days.
- 5.3 **Rehousing** - Overall numbers on the waiting list have increased during Quarter 3 relative to the first 2 quarters of the year and are nearing 9,000. This is in part due to the deferral of the annual review which will take place in quarter 4 with an anticipated outcome of lists returning to “normal” levels between 7,000 – 8,000. with new applications currently averaging over 330 per month against around 95 lets. The proportion of lets to applicants in Band 1 has continued to increase and is in excess of 50% of all vacancies. This will be monitored due to the limiting effect on other bands.
- 5.4 **Repairs** - Priority 1 repairs (24 hours) completed in time was outside target at 98.95% against target of 99.5%. The average time for non-urgent repairs is within target although tenant satisfaction with the responsive repair service is under target at 88.57% against target of 94.25%. Challenges continue particularly the nationwide materials shortages which translates into higher prices which impacts budget pressures. A discussion took place at Customer Services Committee which emphasised the need for good regular communication around repairs and any delays. A collaborative effort is on-going to keep tenants informed of the situation. These issues are continuing into the final quarter of the year.
- 5.5 **Barnsley Homes Standard** - Last year's programme is complete and 6 2021/22 schemes are on-site. At the end of the third quarter, 0.17% of the housing stock was deemed non-decent against a target of 0%.
- 5.6 **Regulatory Compliance**
- 5.6.1 **Gas Servicing** – At the end of Quarter 3, 100% of properties had a valid gas safety certificate. On the last day of February, 2 properties were overdue 1 tested positive for Covid and awaiting recent test results and the second working with HMO's after numerous failed attempts for access.
- 5.6.2 **Water Hygiene Management** – 97.00% of domestic premises have a water hygiene assessment in place. All remedial orders which were raised in Quarter 3 were completed.
- 5.6.3 **Asbestos Management** – The percentage of domestic dwellings with an asbestos survey is 98.84%. For non-domestic dwellings, 99.82% had a survey in place.
- 5.6.4 **Statutory Fire Risk Assessments (FRA)** - 98.44% of premises have a fire risk assessment in place. In total there are 4 outstanding FRAs; 1 non-domestic property and 3 retail units. The non-domestic property could not be accessed due to Covid, and appointments are being arranged for the retail units.
- 5.6.5 **Electrical Testing (EICR)** – On track with 97.60% of homes having an EICR of 10 years or less. End of January position 351 properties do not have electrical certificates of less than 10 years. The situation is being monitored monthly and progress is being made.

- 5.7 **Early Help, Prevention and Intervention** – 46 eligible participants to the European Social Fund Programme, Achieve. We also gained additional benefit worth £123,166 for tenants and £14,690 of additional funding/grants. The Money Advice Worker assisted 45 people who had debt amounting to over £155,480. There were 33 referrals for Mental Health Support, 27 for Intensive Tenancy Support and 33 to the Housing Coaches.
- 5.8 **Complaints** – We have seen a consistent number of formal complaints being made in this quarter and expect a year end outturn similar to last year. With a complaint rate of 0.64 per 1000 properties the level of complaints is significantly lower than the Housemark benchmark of 2.6 per 1000 properties. The number of complaints relating to Property Services is high with 82.8% of all stage 1 complaints and 66.7% of stage 2 complaints being repair related. Cumulative responding within target timescale has improved, with 67.96% of all stage 1 complaints being responded to in target. Improvements have been seen in Quarter 3 with 80% of stage 1 complaints and 88.9% of stage 2 complaints being responded to in target times in Quarter 3. Performance at the end of February was 72% for stage 1 and 75.86% for stage 2 (NB the local offer agreed with the Tenants Voice Panel for both stages is 75% in target time).
6. Attachment
- 6.1 Key Performance Indicator Data Set 2021/22 – Council contractual measures

Key Performance Indicator Data Set 2021/22 – Contract Management

Ref.	Description	2020/2021	Target 2021/2022	Q1	Q2	Q3	Q4
BH1	The percentage of all tenants satisfied with the overall service provided	88% (Unweighted 89%)	89% +/- 3%†	85%			
BH2	Thinking about the building you live in how satisfied are you that your landlord provides a home that is safe and secure	84% (Unweighted 86%)	86% +/- 3%†	83%			
BH3	Number of formal complaints (cumulative)	155	118* +/- 20%	32	80	124	-
BH4	The percentage of tenants satisfied with the repairs and maintenance service	80% (Unweighted 83%)	89% +/- 3%†	79%			
BH5	The proportion of local authority dwellings which are non-decent dwellings at the start of the financial year	1.09%	0%	0.17%	Measured at the start and end of the year		-
BH6	Priority 1 Repairs – 24 hours percentage completed on time	99.46%	99.50%	98.87%	98.73	98.95%	-
BH7	Average time for non-urgent repairs PRIP KPI 11 (days)	8.43 days	9 days	8.75 days	8.69 days	8.72 days	-
BH8	% of responsive repairs for which the LA made and kept an appointment PRIP KPI 1	98.15%	99.10%	97.91%	98.58%	98.94%	-
BH9	Average time to re-let local authority housing (calendar days)	40.28	23	29.98	30.65	30.41	-
BH10	Rent collected by the local authority as a proportion of rents owed on HRA dwellings	97.18%	96%	96.05%	96.37%	96.40%	-
BH11	We will employ as a minimum 3% of our workforce as apprentices	5.3%	3%	5.77%	5.52%	6.83%	-
BH12	We will spend at least 50% of our funds locally supporting the Barnsley economy (cumulative)	78.76%	70%	65.87%	65.12%	70.46%	-
BH13	Health and Safety Compliance with Legal Requirements	NEW	100%	98.05%	98.23%	98.65%	-

Definitions

Green	Met or exceeded target.
Amber	We narrowly missed the target.
Red	Performance was below target.

*This is based on 2018/19 out-turn and will be changed for 2022/23 to reflect the top quartile Housemark measure.
† STAR measures to tenants and are contractual Council KPIs. They are not based on transactional surveys.

Report Title	Gender Pay Report 2021	Date	17th March 2022
Report To	Board	Confidential	
Report From	Executive Director of Corporate Services	Contact	Nicola Scott Human Resources Manager

1. Purpose of report	<p>1.1 The report details the outcome of the statutory gender pay gap analysis.</p> <p>1.2 The report also details proposals on how the company will continue to address the under representation of females in certain areas of the business.</p>
2. Recommendation/s	<p>It is recommended that the Board:</p> <p>2.1 Acknowledges the gender pay gap figures for 2021 and supports the actions contained within Section 13.</p>

Introduction/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 2022.

3.7 The gender pay calculations are based on figures drawn from a specific date each year. 5th April 2021 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

4.1 The required gender pay calculations for Berneslai Homes have been undertaken for 2021.

4.2 The median shows a pay gap of 8.14% with males receiving £14.37 and females £13.20 per hour. This is exactly the same as 2020 figures.

4.3 When looking at the mean, the percentage difference in the hourly rate of pay is 7.07%, with males receiving an average of £15.23 and females £14.15. This has decreased slightly from 7.77% in 2020.

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.

4.6 Gender pay also looks at bonus payments over a 12-month period. 195 employees received a bonus payment with 94% 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.

4.7 The median bonus pay gap is 85%. 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.

4.8 Data collected has also been broken down into four quartiles:

- Upper Quartile
- Upper Middle Quartile
- Lower Middle Quartile
- Lower Quartile

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

	Male		Female	
	2020	2021	2020	2021
Upper	61%	59%	39%	41%
Upper Middle	53%	61%	47%	39%
Lower Middle	83%	81%	17%	19%
Lower	22%	22%	78%	78%

4.10 Overall, the 2021 figures show that there has been an increase in the number of females within the upper and lower middle quartiles, but there has been a decrease in the number of females within the upper middle quartile. This is also reflected in the male figures, as there has been a decrease of males in the upper and lower middle quartiles and an increase of males within the upper middle quartile.

4.11 We have undertaken a benchmarking exercise with other ALMOs/Housing Associations. The data below is from each organisation's 2020 Gender Pay Report, as their 2021 data has not yet been included on the Government's website.

Organisation	Size Category	Mean	Median GP
Berneslai Homes	250 – 499	7.8%	8.1%
Yorkshire Housing	500 – 999	1.2%	0.9%
Kirklees Neighbourhood Housing	500 – 999	6.7%	6.9%
Nottingham Community Housing Association	1000 - 4999	16.4%	21.4%
Sanctuary Housing Association	1000 – 4999	17.8%	16%
St Leger Homes	500 – 999	9.9%	7.1%
Wakefield District Housing	1000 - 4999	13.3%	12.4%

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 relatively similar to other ALMOs and Housing Associations of a similar size and we perform better than some larger organisations.

5. Consultations

- 5.1 Consultation has been undertaken with the Executive Management Team. Consultation will take place with the recognised Trade Unions.
- 5.2 The results will be published on the government website as well as the company's website to comply with the provisions of the gender pay gap requirements.
- 5.3 The results will also be published internally to all staff.
- 5.4 The Gender Pay Gap report that we will publish will include graphics to make it more understandable and accessible.

6. Customer views and feedback

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

7. Equality and Diversity

- 7.1 An equality analysis on gender pay has been undertaken.
- 7.2 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.

8. Data Privacy

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

9. Risks: -

- 9.1 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.
- 9.2 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.
- 9.3 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.

- 9.4 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
- 9.5 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.
- 10. Financial Implications/Value for Money
 - 10.1 There are no financial implications.
- 11. Employee Implications
 - 11.1 Continuing to undertake a detailed analysis of gender pay will enable the company to identify and further address any areas of concern.
 - 11.2 The company will ensure that an effective communications plan is implemented, and employees are fully aware of why the exercise has been undertaken, the headline results and proposed actions.
- 12. BMBC Strategic Alignment
 - 12.1 As this is a statutory requirement, BMBC are also required to publish their Gender Pay Gap. We will share our results with BMBC.
- 13. Proposal
 - 13.1 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 ensuring that senior roles are flexible and open to those with caring responsibilities or those returning to work following a career break.

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 Flexible Working

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, looking post-COVID to ensure managers and staff are trained effectively on new ways of working.

14. Implications for and contributions to Zero Carbon

14.1 Not applicable.

15. Glossary

15.1 None.

16. List of Appendices

16.1 Appendix 1 – Gender Pay Gap Action Plan

18. Background Papers

18.1 Gender Pay Infographic

BERNESLAI HOMES POLICIES & PLANS



**Our Gender Pay Gap
Report and Action
Plan**

March 2022

Our Gender Pay Gap

At Berneslai Homes we are committed to the fair treatment and reward of all staff irrespective of gender. In order to ensure that we continue to be an Employer of Choice, it is important that we continue to address our Gender Pay Gap. 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.

We are aware of the potential causes of Berneslai Homes' Gender Pay Gap, particularly around the lack of women in Construction Services' craft operative roles. We acknowledge that we are under represented by women within Construction Services and we will continue to address the gender imbalance by having positive action initiatives in place.

As a company, we have policies and procedures in place across the organisation to ensure fair and equal treatment of all our employees or prospective job applicants. We are committed to best practice around reducing our Gender Pay Gap – this report will outline our current position, actions undertaken over the past year and what we hope to achieve moving forward.

We acknowledge that reducing the gender pay gap is not a quick fix and over the coming years we will continue to champion new approaches and initiatives to demonstrate our commitment to reducing our gender pay gap ever further.

Our approach to inclusion, fairness and flexibility demonstrates our commitment to our employees and enables us to achieve our core values.

Declaration:

I confirm that our data has been calculated according to the requirements of the Equality act 2010 (Gender Pay Gap Information) Regulations 2017.

Alison Rusdale
Director of Corporate Services

Gender Pay Gap Reporting – An Overview

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.

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.

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.

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.

We are required to report on the following six measures:

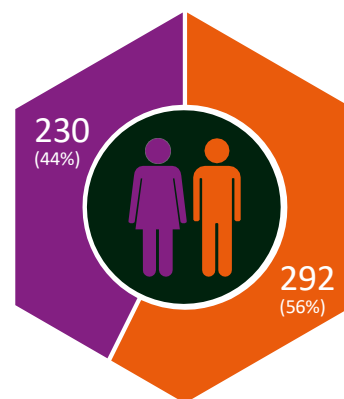
- **Mean gender pay gap** – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **Median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **Mean bonus gap** – the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
- **Median bonus gap** – the difference the median bonus pay paid to male relevant employees and that paid to female relevant employees
- **Bonus proportions** – the proportions of male and female relevant employees who were paid bonus pay during the relevant period
- **Quartile pay bands** – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

The gender pay calculations are based on a snapshot date each year, this being 5th April.

It is important that we review and understand the causes of our gender pay gap otherwise we risk our gender pay gap increasing and becoming less attractive as an employer.

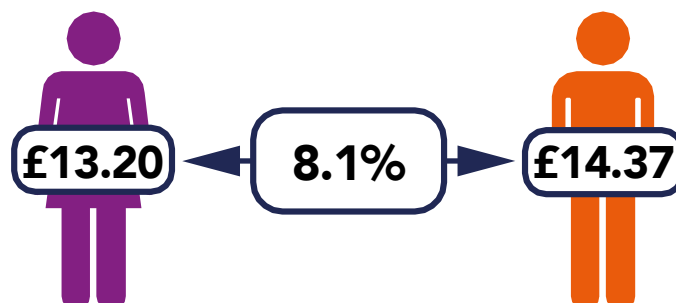
Our Gender Pay Gap Figures

As of the snapshot date of 5th April 2021, **56%** of our workforce were male and **44%** female.



Women's earnings are lower by:	2018	2019	2020	2021	+/- percentage pointchange 2020-21
Median gender pay in hourly pay	12.77%	11.72%	8.14%	8.14%	-
Mean gender pay in hourly pay	9.17%	7.58%	7.77%	7.07%	-0.70%

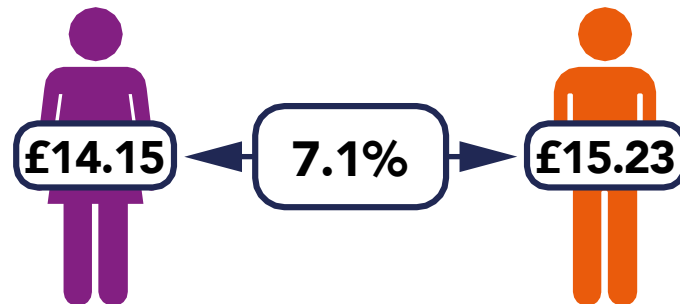
Median Gender Pay Gap



Median is the middle hourly rate of pay so the middle rate of pay for a female when ranked is then compared with the middle rate of pay for a male. Our figures show that a woman in the middle of the female pay range receives 8.14% less than the man in the middle of the male pay range. This means that women earn 92p for every £1 that men earn when comparing the median hourly rate. There has been no change in the median and is the same as it was in 2020.

Calculating the median demonstrates the 'halfway point' between the low and high end of both male and female salaries. Although there is still a considerable gap between what constitutes the 'middle' salary for male and females, there has been an improvement in recent years.

Mean Gender Pay Gap

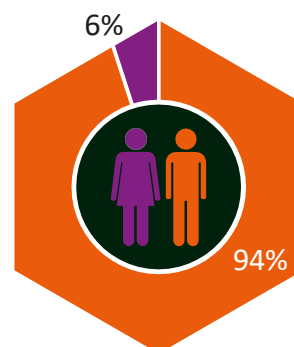


Mean is the average hourly rate of pay so if we add together all the hourly pay rates that women earn, divide by the number of women in our workforce and then compare that with the same calculation for men we find that women receive 7.1% an hour less than men. This has decreased slightly from last year by 0.70 percentage points.

Bonus Pay Gap

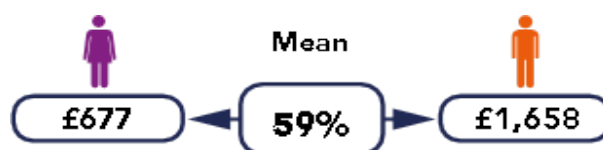
This is the percentage of employees who received bonus pay.

37% of employees received bonus pay, of which:



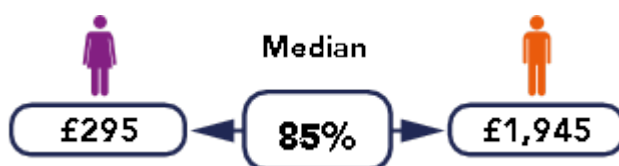
Bonus pay includes extra duty payments, attendance awards, loyal service awards, mentor and apprentice awards.

The majority of employees in receipt of bonus payments were males. This is because the majority of bonus payments are linked to Construction Services Operatives receiving a performance allowance – the majority of which are male.



Our Pay

A pay of the workforce, ranked by pay. The pay quartiles are then broken down by gender.



Quartiles

quartile represents 25%



Within the lower quartile, there are **101** females and **29** males. 58 of the females work part-time, whereas only 7 of the males do.



Within the lower middle quartile, there are **106** males and **25** females. 3 males work part-time, whereas 10 females do.



Within the upper middle quartile, there are **80** males and **51** females. 2 males work part-time, whereas 20 females do.



Within the upper quartile, there are **77** males and **53** females. 10 females work part time but there is only 1 male part-time employee.

Benchmarking

We have undertaken a benchmarking exercise with other ALMOs/Housing Associations. The data below is from each organisation's 2020 Gender Pay Report, as their 2021 data has not yet been included on the Government's website.

Organisation	Size Category	Mean	Median GP
Berneslai Homes	250 – 499	7.8%	8.1%
Yorkshire Housing	500 – 999	1.2%	0.9%
Kirklees Neighbourhood Housing	500 – 999	6.7%	6.9%
Northwards Housing	250 – 499	Did not report due to COVID	Did not report due to COVID

Nottingham Community Housing Association	1000 - 4999	16.4%	21.4%
Sanctuary Housing Association	1000 – 4999	17.8%	16%
St Leger Homes	500 – 999	9.9%	7.1%
Wakefield District Housing	1000 - 4999	13.3%	12.4%

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 relatively similar to other ALMOs and Housing Associations of a similar size and we perform better than some larger organisations.

Taking Action – What have we done since 2017 and what are we hoping to achieve within the next 12 months?

Since Gender Pay Gap reporting was introduced in 2017 we have made a number of changes to reducing the gender pay gap. These can be broken down into three main action areas: **creating a better gender balance, improving recruitment and selection, and encouraging flexible working.**

Below, we report on progress against these actions and what we would like to achieve over the following three years. Unfortunately, COVID-19 has had an impact on some of the activities we hoped to be involved in during 2020 such as Ambition Barnsley, school engagement activities, Power in Diversity etc. These events however will hopefully taken place during 2022.

In addition to the actions below, we will also address any recommendations that have been made the Housing Diversity Network (HDN) assessment that are based around gender equality.

We acknowledge that reducing the gender pay gap is not a quick fix and over the next few years we will continue to champion new approaches and initiatives to demonstrate our commitment to reducing our gender pay gap even further.

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 hosted a 'Girl Power' media campaign in 2018 and 2019 which included radio media, the aim being to encourage women to apply for trade apprenticeships within Construction Services. This was followed up with a further event at Carlton depot. It was a success in reaching out to women. We have increased the number of women in our trade roles by recruiting 7 females into craft roles since 2018.
- ✓ 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.
- ✓ In March 2019 we were involved in the pilot of 'Work Inspiration Week' lead by Barnsley Council's 'More and Better Jobs' initiative. Seven girl students from year 7 at Kirk Balk School came to visit our Construction Services site and had a taster on various aspects of Construction including an overview of Berneslai Homes and Construction Services, the different trade roles, a tour of stores including 'live' ordering of materials as well as getting involved in fun activities throughout the day.

What we working on now?

- ✓ During 2022, we will continue to promote 'Power in Diversity' with the aim being to attract a more diverse and inclusive workforce by all the protected characteristics. We will liaise with and involve partners in this campaign such as Barnsley College, BMBC, Waites. The key objective being to increase the number of women in the construction industry.
- ✓ We will continue to offer work experience and placement opportunities to students throughout the organisation and will encourage trade placements wherever possible in particular targeting female students to the construction placements.
- ✓ 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. In particular, our women employed within trades and apprentices are on hand to talk to students about their employment experiences within the construction industry.
- ✓ 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.
- ✓ We have joined Womens 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.
- ✓ We've launched guidance and support for females and males across the company who are 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 104 females within the age profile 45-60. (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?

- ✓ Investigate the feasibility and the benefits of having a 'returner' programme in place to target people returning to work after a long break. This has been proven to encourage women with experienced backgrounds who have had a significant length of time out of work to re-apply for more senior positions.
- ✓ Look into providing Industry Placements for students doing T- Level qualifications. Each student needs to complete a 45-day placement as part of the qualification. We will explore the possibility of us providing these placements and continue to encourage women into the construction/office environment.

Recruitment and Selection Processes

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 ensure that our interview panels are diverse in order to counteract any unconscious bias.
- ✓ We have changed the way in which a 'break in employment' information is flagged up on the online recruitment system to avoid negative connotations and 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

What we working on now?

- ✓ Encouraging managers to utilise e-recruitment for job shadowing / development opportunities to ensure a fair and transparent process.
- ✓ Reviewing and updating the contents of the Recruitment and Selection Training course for recruiting managers to prevent any bias during the section process.

What we will be working on?

- ✓ Continue to work with our external recruitment advertising provider to ensure that our adverts are free from bias and promote flexible working. Ensure that our adverts attract applicants by using the most appropriate platforms.
- ✓ Developing an external recruitment marketing site, in conjunction with the introduction of Success Factors, to include benefits of working for Berneslai Homes as well as promoting our agile working culture.
- ✓ Focussing on the key benefits for each job role so that those benefits are promoted when advertising the position. (ie. the benefits for one role may be different to that for another).

Encouraging Flexible Working

We are committed to:

- Continuing to actively encourage flexible working to ensure work life balance across the organisation.

What we have done?

- ✓ Reviewed training and development opportunities for part-time employees in comparison to full-time
- ✓ A menopause awareness raising session has taken place with an external training provider
- ✓ Promoted Flexible Working Day where the benefits of flexible working were promoted, and success stories shared.

What we working on now?

- ✓ Developing an agile working culture.
- ✓ Developing a training package to assist staff with agile working.
- ✓ Reviewing flexi-scheme to ensure greater flexibility to assist employees with caring responsibilities.

What we will be working on?

- ✓ Working with Construction Services to identify how better flexible working can be achieved across trade roles.



Minutes of Berneslai Homes Public Board Meeting (VIRTUAL)
9th December 2021

Present:

Sinead Butters	- Chair
Gary Ellis	- Board Member
Richard Fryer	- Board Member
Mark Johnson	- Board Member
Liana Khachatryan	- Board Member
Caroline Makinson	- Board Member
Adriana Rrustemi	- Board Member
Jo Sugden	- Board Member
Sarah Tattersall	- Board Member

In attendance

Amanda Garrard	- Chief Executive
Dave Fullen	- Exec Director of Customer & Estate Services
Arturo Gulla	- Exec Director of Property Services
Alison Rusdale	- Exec Director of Corporate Services
Faye Williams	- Head of Finance
Samantha Roebuck	- Head of Governance & Strategy and Company Secretary
Kathy McArdle	- Service Director Regeneration & Culture BMBC

<p><u>Item 1 - Apologies</u></p> <p>Lee Winterbottom, Managing Director, Construction Services Mahara Haque (Customer Services Co-optee)</p>	
<p><u>Item 2 - Declarations of Interest</u></p> <p>None were declared</p>	
<p><u>Item 3 - Minutes of the previous meeting held 30/9/21</u></p> <p>The minutes were agreed as a true and accurate record.</p> <p>Staff Conference – Board was informed that the 2021 Staff Conference has been postponed until Spring 2022.</p>	

Item 4 - Matters Arising from the last meeting 30/9/2021

The matters arising actions were noted.

VFM Strategy re timeline - AR clarified the timescale for the new VFM Strategy to be presented to Board. This is an annual report, last reviewed and approved by Board in September 2021, therefore the new VFM Strategy is planned for Submission to Board in September 2022. Board were satisfied with this timeline.

Item 5 - CEO Presentation

AGa presented the information, highlighting key areas covering the national, regional, Barnsley and BH perspective including priorities to March 2022.

The key issues were highlighted

National/Regional:-

- COP 26
- The Spending Review. positive feedback noted around the new Government Department. Noted importance in ensuring input is maximised through external bodies i.e. the NFA etc with regard to lobbying for levelling up funding.
- The recently received government's response to the smoke and CO alarm consultation which requires smoke alarms and CO detectors to be mandatory. This will be discussed with the Council as part of the overall funding process and a meeting is arranged for next week.
- Board noted the Tenant Satisfaction measures launched today.
- Zero carbon
- Raising the profile of BH at the CIH Northern Housing Festival

Barnsley:

- The unveiling of the Covid memorial sculpture which BH sponsored.
- Community Renewal Fund – £2.4M received for the Council for the Town Centre
- £5M received for private owners in Barnsley towards zero carbon and replacement heating.
- Decarbonisation Funding – awaiting information

Barneslai Homes

- Opening/relaunch of the new Gateway Hub, coincided with Customer Panel Event.
- Budget work - report at Cabinet next week on the HRA proposal and the Strategic Plan. Including discussion on repair spend

The priorities up to March were summarised as outlined in the slides. Board raised the recent Covid announcement, in particular about the arrangements for service delivery. AGa advised that the announcement was predicted. Meetings have taken place on BH stance. Communications have been circulated reminding people to work from home if possible, although acknowledging that there will be occasions when some staff will have to be present in the office, i.e project work, personal reasons etc. Lateral flow tests will be encouraged. Safe working practices are being reinforced with housing management staff and also customers and this information will be placed on the website today.

Item 6 - Berneslai Homes Strategic Plan

SR presented the final Strategic Plan and Annual Business Action Plan for approval. This has been amended since the Board meeting in September and consultation has taken place with BMBC. The Annual Business Action Plan was produced following a request from the Council. This sets out the actions to be delivered over the next financial year. The report is being progressed through Cabinet.

Resolved:-

- **Board approved the refreshed Strategic Plan to be launched from April 2022.**
- **Board approved the Annual Business Action Plan for the period 1st April 22 to 31st March 2023.**
- **Board delegate any minor amendments to the Strategic Plan and associated appendices to the Chief Executive as this goes through the approval process within BMBC.**

Item 7 - Q2 Performance Summary

DF presented the quarter 2 performance summary. As requested at the last meeting current trends/information has also been included, particularly in relation to Universal Credit, gas servicing, electrical testing, complaints etc. Board were made aware of an action plan being developed for consideration by the Customer Services Committee, focusing on the challenges facing the sector.

Board were provided with assurances on issues raised, in particular in relation to the increases in legal notices served, the responsive repairs target, Call Centre, risk assessment actions, anti-social behaviour, KPI's. Board were informed of the high level discussions on Call Centre options that have taken place with the Council and these will

<p>continue on a quarterly basis. High level anti-social behaviour is dealt with the by Council's Safer Neighbourhoods Team, currently in special measures due to their inability to meet demand. However, it is hoped improvements will materialise once their restructure has taken place. BH are also looking at re-organising the Housing Management Teams and work is currently taking place with Housemark on the data to enable consideration to be given to the structure/resources and priorities. This will take time, but it is important that underlying issues are tackled.</p> <p>Board noted that the KPI table included in the report are the KPI's monitored by the Council and are not transactional measures. It was agreed that this will be more visibly shown in the commentary in future reports.</p> <p>A specific query was raised on whether fire risk assessments could be carried out on empty shops. AGu to provide feedback.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board considered and commented on the performance of the organisation during the second quarter of the financial year. 2. Board were satisfied that where performance targets have not been achieved that the issues causing this are clear and that there are adequate controls and actions in place to address the reasons for this. 3. Board were happy with the areas being considered by Customer Services Committee. 	<p>DF</p> <p>AGu</p>
<p><u>Item 8 - EDI Strategy 2022-25</u></p> <p>AR presented the report which sets out a clear 3 year approach and a clear 1 year action plan for Board approval. There has been extensive consultation on the draft Strategy which has included the Board. The plan is to launch the Strategy in the new year and details will be circulated.</p> <p>The meeting discussed and agreed that there is the potential to develop a KPI around the key action areas. Reference was also made to the Lettings Policy and the importance of making sure the EDI legislation is being met, taking into consideration the values and ethos. Assurance was provided on this point. The NHC and Campbell Tickell have carried out checks to ensure compliance has been achieved with regard to legislation and statutory duties. As work continues on the Lettings Policy and developed for consultation a full equality analysis for every change being made will be undertaken and the final version will also be accompanied by equality analysis.</p>	<p>AR</p>

<p>The Strategy was well received by Board. They felt it was clear, well presented, colourful, engaging and captured all the comments made in discussions. Thanks was extended to all involved.</p> <p>Resolved:</p> <p>Board approved the draft EDI Strategy 2022-25.</p>	
<p><u>Item 9 - Quarterly Risk Update</u></p> <p>SR presented the report which provides a summary of the detailed update provided to Audit Committee on the 21st October on Berneslai Homes' risk framework. They key points within the report were brought to Board's attention.</p> <p>There are 21 active strategic issue and concerns, and the full register is available in Decision Time Resources. Reference was made to Table 4.1.3 which highlights the critical issue and concerns, associated key actions/target dates.</p> <p>Board noted that Audit Committee also undertook a 'deep dive' into Corporate Services operational issues and concerns register, the full details are also available in Decision Time Resources.</p> <p>January's meeting will look at the RSH risk profile recently released. Board felt it would be useful if the RSH sector risk profile be shared with Board. This is already included in the Governance Handbook but would also be e mailed out to Board members.</p> <p>The Chair of Audit and Risk Committee referred to the Committee in October where concerns were discussed around repairs, mobile working and the Call Centre, which BH do not have control or influence but needs to be addressed. The progress/step change made on the Call Centre was noted and welcomed. However, with regard to the IT issues, resources in the Council are limited, but Board were assured that reasonable progress is being made and the issues are being taken seriously by the Executive.</p> <p>An observation was made on the reducing stock and increasing need. It was felt the narrative needs to be expanded on to capture the inability to meet housing need, particularly taking into consideration the number of applications for properties. This could be considered a risk.</p> <p>Board acknowledged the combination of budgetary constraints, repair demands, increasing costs, supply chain issues, vacant posts, more demanding customers etc culminating in significant challenges in keeping tenants safe and assets in good condition. It was felt consideration be given to ensuring this is clear enough in the risk register. It was therefore agreed Audit and Risk Committee look at in their January meeting.</p>	<p>SR</p> <p>SR</p> <p>SR</p>

<p>KMcA referred to the financial challenges also being experienced by the Council and the efficiencies having to be made. BH and the Council will need to develop a way of working together managing resources in the best possible way. Board reiterated their responsibility of ensuring tenants are safe. They acknowledged the pressures on the HRA and the increased regulatory pressures. However, they stressed that their priority is to ensure regulatory commitments are funded. KMCA confirmed that co-produced budgets will continue, working through prioritisations, making adjustments to ensure compliance requirements are met.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board reviewed the register and considered any further strategic issues and concerns what they felt may need to be added 2. Board were assured that the critical strategic issues and concerns were being effectively managed. 	
<p><u>Item 10 - Audit and Risk Committee Annual Report</u></p> <p>GE presented the report providing an annual overview of the activities undertaken by the Audit and Risk Committee and, through self-assessment, identify opportunities for further development. The key points were brought to Board's attention.</p> <p>It has been a successful year for the Committee, with excellent improvements made on the regulatory framework and the commitment from the management team, demonstrating transparency and constructive challenge throughout. The Committee are now in a much better position to meet the requirements of GDPR and cyber security. This will continue to be strengthened on the upcoming recruitment of the Independent Audit and Risk committee Member and new Audit Chair.</p> <p>As well as looking back at the year, it also plans for the future and these are contained within the report.</p> <p>Reference was made to the terms of reference, in particular Section 4.5 'Risk'. It was agreed that an amendment be made to the first bullet point to reflect that Board would approve the overall risk assessment processes</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board approved the report 	<p>CD</p>

<p>2. Board noted the refreshed terms of reference and requested an amendment to section 4.5 Risk as detailed in the minutes.</p>	
<p><u>Item 11 - Zero Carbon Position Statement</u></p> <p>AGu presented the update report on progress being made on the zero-carbon/sustainability agenda undertaken in collaboration with BMBC where appropriate. The report provides details of what has been achieved so far and these were summarised. Board noted that Savills have also been commissioned to assist with undertaking a zero carbon study of the stock and this information should be available in the new year and will be presented to Board.</p> <p>It is proposed that the Sustainability Strategy will be available for the July 2022 Board meeting. The Chair suggested involving Board members, AR, ST and MJ and KMcA suggested SC be involved to ensure alignment with the work around affordable warmth, fuel poverty etc. Funding/resource challenges were acknowledged as being significant, Board noted the scope for the housing sector as a whole to mobilise around big causes nationally. This is a priority for the NHC/ NHF/Nat Fed of ALMO's who have already done a significant amount of work.</p> <p>Resolved:</p> <p>Board noted the update report.</p>	
<p><u>Item 12 - Compliance with the Social Housing Regulatory Framework</u></p> <p>DF presented the report and advised Board that the full self-assessment was considered by Customer Services Committee in August. This report highlights the key areas for improvement to further strengthen the approach. The draft consultation measures were published today, with a closing date of 3rd March. BH will be working through and the team are developing a customer consultation plan around the measures. EMT will be discussing at their next meeting in particular with regard to the self-assessment and the information currently collected. This information will be shared with Customer Services Committee members prior to Committee. A 'deep dive' may be required separately to Committee. DF confirmed that additional information will be included, for example our better approach to data and analysis and the team and looking at developing a story board to bring issues to life.</p> <p>Customer Services Committee will continue to monitor.</p>	<p>DF</p>

Board raised how working with tenants at a neighbourhood level will operate in relation to anti-social behaviour. DF advised that when Berneslai Homes have sight of the Safer Neighbourhood Services (SNS) restructure, discussions will take place with them. Following a request from the recent Oversight and Scrutiny Commission, improved performance management information has been requested from the SNS and this will be looked at more regularly. Confirmation was provided that both pop up roadshows and Your Community Your Say Forums will also be utilised. There is likely to be changes to the Housing Management Teams which may result in 1 anti-social behaviour team so that where there are problem estates, there will be bigger resources to utilise.

Resolved:

- 1. Board accepted the co-regulatory assurance that we remain compliant with the Social Housing Regulatory framework; and**
- 2. Board noted the up-to-date progress on actions to mitigate emerging consumer standard compliance risks and ensure continued compliance**
- 3. Board noted the Regulator's preliminary ideas for their new consumer regulation role and our initial response/actions to prepare for the changes as they emerge**

MATTERS ARISING ACTIONS
Virtual Board Meeting 9th December 2021

PUBLIC AGENDA			
Item	Action	By Whom	Comments
Q2 Performance Summary	KPI table – narrative in future reports to make it clear that these are the ones monitored by the Council and not transactional measures	DF	To be actioned for Q3 Performance summary report
	Fire Risk Assessments - Feedback to be provided on whether these could be carried out on empty shops	AGu	Fire Risk Assessments orders have been raised for the Empty shops.
Item 8 – EDI Strategy 2022-25	Details of launch to be circulated	AR	<p>Staff through Team Brief – presentation at Leadership Forum Jan 22. Leaders to deliver team presentations thereafter.</p> <p>Inclusive Leadership session delivered Jan 22 at Leadership Development Session.</p> <p>Customers:</p> <ul style="list-style-type: none"> ✓ Tenant Voice ✓ Individuals involved, personal thank you letter with copy of Strategy delivered. ✓ Wider tenant base through e-bulletin ✓ Advertise at Lightbox TV screen Completed ✓ Partner meetings commence 9/2/22 <p>Website and Intranet updated.</p>

Item 9 – Quarterly Risk Update	RSH Sector Risk Profile to be circulated to Board	SR	Complete 9/12/21
	Narrative to be included on the inability to meet housing need	SR	Completed
	Ensure it is made clear in the risk register the significant challenges as a result of budget constraints, repair demands, increasing costs, supply chain issues, vacant posts, more demanding customers etc.	SR	Included in report submitted to Audit & Risk Committee 27/1/22
Item 10 – Audit & Risk Committee Annual Report	Terms of Reference to be amended at Section 4.5 – amending to make clear Board approves the overall risk assessment processes	CD	Completed – minor amendment
Item 12 – Compliance with the Social Housing Regulatory Framework	Consultation on new Tenant Satisfaction measures – Following discussion by EMT. information to be circulated to Customer Services Committee before the next meeting.	DF	Complete