

Berneslai Homes Board

19/2/2026 at 4 p.m.

Gateway Plaza, Level 10

BOARD PUBLIC AGENDA

1.0 Apologies - George Paterson

2.0 Declarations of Interest

3.0 VFM Strategy

For Approval

4.0 Quarterly Risk Update

For Approval

5.0 Update on BH Annual Business Action Plan

For Information

6.0 Performance

For Information

6.1 Q3 Performance Summary 2025/26

For Information

6.2 Building Safety Compliance Score Card

For Information

7.0 Sustainability Strategy 2022-27 Action Plan Progress Review

For Information

8.0 Minutes of the previous meeting held 11/12/2025

For Approval



Creating great homes and communities
with the people of Barnsley

Report Title	Update on Value for Money Strategy	Confidential	No
Report Author	Rachel Taylor, Executive Director of Resources	Report Status	For Information
Report To	Board 19 th February 2026	Officer Contact Details	Rachel Taylor rachel.taylor@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 This report provides the Board with an update on progress against the Value for Money (VfM) Strategy during 2025/26, covering:</p> <ul style="list-style-type: none"> • Corporate Assurance activity. • Organisational Engagement Work. • Analysis of VfM submissions received from teams. • VfM related content included in the 2024/25 Annual Report and Financial Statements. <p>1.2 It also presents progress against Year 1 of the VfM Strategy Action Plan.</p> <p>1.3 The report was considered by the Audit & Risk Committee on 29 January 2026.</p>
2. Recommendation/s	<p>2.1 Board note the activities relating to VfM and the progress made on the Year 1 Action Plan.</p> <p>2.2 Board note the actions for Year 2 are being developed as part of the 2026/27 budget setting process. The action plan will be reported to Board in March 2026 as an appendix to the 2026/27 Budget report.</p>

3. Background

3.1 The Berneslai Homes Value for Money Strategy 2024 – 2027 was approved by Board in February 2025. The Strategy outlines how Value for Money (VfM) principles of economy, efficiency and effectiveness will be embedded across the organisation. The approved VfM Strategy is attached as [Appendix A](#).

4. Key VfM Activities During 2025/26

Corporate Assurance Review

- 4.1 The Corporate Assurance review, completed in August 2025, examined governance arrangements for the VfM Strategy providing a Reasonable assurance opinion. The review concluded *'the Company's Value for Money Strategy 2024 - 2027 is fit for purpose and aligns with the strategic priorities of both the Company and the Council.'*
- 4.2 There were six Agreed Management Actions (AMAs), three medium and three low. The implementation of the recommendations has been delayed due to lack of capacity within the Finance Team. Progress for the three medium AMAs are being monitored by the Audit & Risk Committee through the standard AMA Report, with all three being on track to be implemented by 31st March 2026.

September 2025 VfM Awareness Raising Sessions

- 4.3 The Head of Finance delivered VfM presentations to the Leadership Forum in September 2025, reinforcing organisational expectations regarding VfM responsibilities. Each Director ensured all staff within their teams received the presentation. Each service area was requested to submit examples of how they currently deliver VfM.

Analysis of Service Area VfM Submissions

- 4.4 The submissions which were received following the September 2025 presentations provided examples covering:
- Efficiency initiatives (reduced processing time, digitalisation, workflow improvements).
 - Economy measures (cost reductions, contract consolidation, minimising duplication).
 - Effectiveness outcomes (improved satisfaction results, streamlined service pathways).
 - Forward-looking ideas for savings and improvements.
- 4.5 Across all service areas, common themes emerged:
- i. **Strength of operational VfM culture**
Teams consistently demonstrated awareness of VfM principles and could articulate how their activities contributed to service quality or reduced cost.
 - ii. **Variation in maturity across teams**
Some teams provided robust, data-led examples (e.g., evidenced savings, quantified time efficiencies), while others offered more narrative-based descriptions without measurable indicators.
 - iii. **Opportunities for stronger corporate alignment**
A recurring theme was the need for clearer alignment between operational VfM initiatives and corporate financial targets.
 - iv. **Need for structured VfM reporting**
Submissions highlighted the benefit of introducing a consistent reporting template to support more effective analysis and comparison.

4.6 The above themes are being considered as part of developing the 2026/27 VfM Action Plan.

VfM Reporting within the 2024/25 Annual Report & Financial Statements

4.7 The Annual Report & Financial Statements 2024/25, published on the Berneslai Homes website in September 2025, included extensive VfM-related content to support transparency and regulatory requirements.

4.8 Key VfM elements included:

- Explanation of financial performance compared with Board-approved forecasts.
- Reporting of management costs, operational effectiveness indicators and tenant-focused outcomes.
- Benchmarking insights and efficiency narrative demonstrating the organisation's ability to deliver positive financial results while managing economic pressures.
- Commentary on governance strength, audit findings and risk management, supporting the organisation's VfM position.

5 VfM Strategy – Progress against 2025/26 Action Plan

5.1 The VfM strategy approved by Board in February 2025 included an action plan of initiatives to occur throughout 2025/26, table 1 below shows progress as at 31st December 2025.

Strategic Ambition	Action	Details	Responsible Director	Progress as at 31 December 2025
Growth of Homes and Services	PRIP Contract Review	Expected 2025/6 timetable to be determined by BMBC	Executive Director Property Services	Ongoing – BH & BMBC working in partnership to implement recommendations
Technology & Innovation	Internal Compliance Review	Working with BMBC Corporate Assurance to review effectiveness of financial controls in ensuring VfM	Executive Director of Resources	Complete - Review of Major Voids and Structural Extensive
Employment & Training	IOSH Training scope revision	IOSH training requirements limited to appropriate managers	Executive Director of Resources	Complete
Employment & Training	Apprenticeships scope revision	Curtail scope of apprenticeships scheme	Executive Director of Resources	Complete
Technology & Innovation	Migration of phone accounts	Migration to new telecoms supplier, cash savings generated	Executive Director of Resources	Complete
Technology & Innovation	NEC process developments	Project to deliver efficiencies from utilisation of new systems	Executive Director of Resources	Complete
Technology & Innovation	Outsourcing of stores function	Exit from Carlton with new managed service in place by 1st September 2025	Executive Director Property Services	Ongoing – Outsourcing expected in July 2026
Growth of Homes and Services	Property Services restructure	"One Team" approach	Executive Director Property Services	Ongoing

Strategic Ambition	Action	Details	Responsible Director	Progress as at 31 December 2025
Technology & Innovation	Financial reporting revisions	Project to increase the efficiency of production and effectiveness of internal financial reporting	Executive Director of Resources	Complete
Employment & Training	Staff Conference plans	Conference to be planned without additional costs	Executive Director of Resources	Complete (Agreed alternative to Staff Conference)
Technology & Innovation	Review venue hire arrangements	Work with Barnsley College and others to use free venues	Executive Director of Resources	Complete
Employment & Training	Review route to achieving professional qualifications	Ensure routes used to achieve professionalisation are cost effective and present good value for money	Executive Director of Resources	Ongoing – part of implementation of Competency & Conduct Standard
Hearing Customers	Cease garden competition		Executive Director of Customer & Estate Services	Complete

Strategic Ambition	Action	Details	Date	Expected Cash Impact 2025/6 (£)	Responsible Officer
Growth of Homes and Services	PRIP Contract Review	Expected 2025/6 timetable to be determined by BMBC	31/03/2026		Executive Director Property Services
Technology & Innovation	Internal Compliance Review	Working with BMBC corporate assurance to review effectiveness of financial controls in ensuring VfM of construction services expenditure	30/06/2025		Executive Director of Resources
Employment & Training	IOSH Training scope revision	IOSH training requirements limited to appropriate managers	30/09/2025	2	Executive Director of Resources
Employment & Training	Apprenticeships scope revision	Curtail scope of apprenticeships scheme	01/04/2025	128	Executive Director of Resources
Technology & Innovation	Migration of phone accounts	Migration to new telecoms supplier, cash savings generated	31/12/2025	13	Executive Director of Resources
Technology & Innovation	NEC process developments	Project to deliver efficiencies from utilisation of new systems	31/12/2025		Executive Director of Resources
Technology & Innovation	Outsourcing of stores function	Exit from Carlton with new managed service in place by 1st September 2025	01/09/2025		Executive Director Property Services
Growth of Homes and Services	Property Services restructure	"One Team" approach	31/12/2025		Executive Director Property Services
Technology & Innovation	Financial reporting revisions	Project to increase the efficiency of production and effectiveness of internal financial reporting	30/06/2025		Executive Director of Resources

Employment & Training	Staff conference plans	Conference to be planned without additional costs	01/04/2025	13	Executive Director of Resources
Technology & Innovation	Review venue hire arrangements	Work with Barnsley College and others to use free venues	01/04/2025		Executive Director of Resources
Employment & Training	Review route to achieving professional qualifications	Ensure routes used to achieve professionalisation are cost effective and present good value for money	31/03/2026		Executive Director of Resources
Hearing Customers	Cease garden competition		01/04/2025	4	Executive Director of Customer & Estate Services

Table 1: Progress as at 31st December 2025 against the 2025/26 VfM Strategy Action Plan

5.2 An updated position statement along with quantified benefits of completed actions will be reported to Board in March 2026 as an appendix to the 2026/27 Budget report.

6. Development of the 2026/27 VFM Strategy Action Plan

6.1 The 2026/27 VFM Strategy Action Plan is being developed as part of the 2026/27 budget setting process. Budget managers are working closely with the Finance Team to identify areas of savings and different ways of working which will further improve VfM. The themes identified in this report is informing this work.

6.2 The 2026/27 VFM Strategy Action Plan will be reported to Board as an appendix of the report recommending the 2026/27 budget.

7. Customer Voice/Impact

7.1 Achieving value for money enables the services to customers to improve. Feedback from customers is a keyway of identifying value for money initiatives.

8. Risk and Risk Appetite

8.1 The Board has agreed a Cautious risk appetite for Financial Sustainability. Failure to achieve value for money risks Berneslai Homes not becoming financially sustainable.

9. Strategic Alignment

9.1 The strategy supports our strategic priorities:

- Keeping tenants safe.
- Technology and Innovation.
- Employment and Training.
- Zero Carbon and continues to support the Barnsley 2030 Learning Barnsley and Growing Barnsley.

10. Data Privacy

10.1 There is no processing of personal data as part of this report.

11. Consumer Regulatory Standards

11.1 Achieving value for money supports Berneslai Homes to achieve the following Regulator of Social Housing (RSH) Consumer Standards:

- Transparency, Influence and Accountability.
- Tenancy.
- Safety and Quality.
- Neighbourhood and Community.

As an ALMO, Berneslai Homes and Barnsley Metropolitan Borough Council are not required to comply with the RSH Value for Money Strategy.

12. Other Statutory/Regulatory Compliance

12.1 To provide assurance around our value for money arrangements.

13. Financial

13.1 The Strategy sets out our approach to ensuring we continue to achieve value for money for our tenants.

14. Human Resources and Equality. Diversity and Inclusion

14.1 All staff support BH to achieve value for money, the report highlights how they have been engaged.

15. Sustainability Implications

15.1 Our Value for Money Strategy includes our approach to support Berneslai Homes Sustainability Strategy and the overall green agenda.

16. Associated Background Papers

16.1 Value for Money Strategy report to Board – February 2025.

17. Appendices

17.1 [Appendix A - VFM Strategy 2024 - 2027](#).

18. Glossary

18.1 Not applicable.



Value for Money Strategy
2024 - 2027

Why have a Value for Money Strategy?

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

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

Maximizing Resource Efficiency

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

Enhancing Service Quality

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

Demonstrating Accountability and Transparency

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

Supporting Strategic Planning and Decision-Making

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

Ensuring Long-Term Sustainability

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

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

What is Value for Money?

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

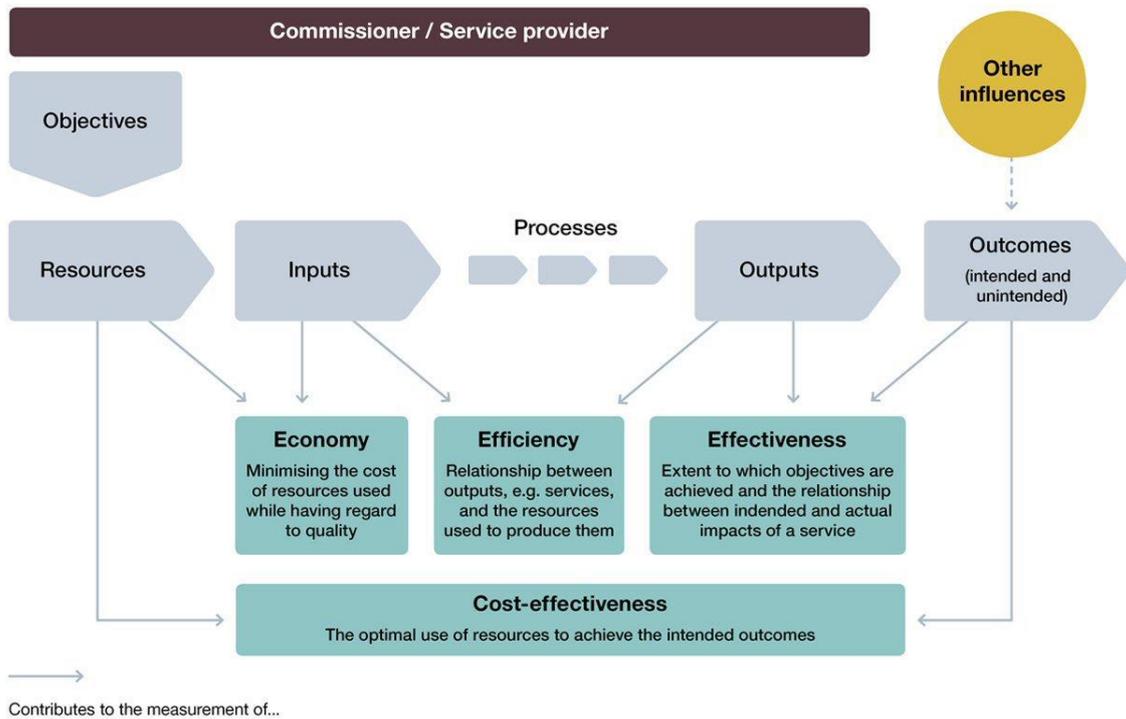
- Economy – minimizing the cost of resources for an activity (“doing things at the right price”)
- Efficiency – how much output is gained in relation to the input (“doing things in the right way”)
- Effectiveness – the extent to which objectives are achieved (“doing the right things”)

Outputs may be expressed in terms of:

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

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

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



Source: National Audit Office

Local Context

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

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

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

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

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

National Context

Government Policy

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

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

National Standards

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

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

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

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

Value for Money Aims & Objectives

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

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

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

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

- To demonstrate VfM

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

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

Planning for the Long Term & Strategy

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

Strategic Plans

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

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

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

Customer Involvement

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

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

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

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

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

Sustainable and Active Asset Management

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

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

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

People Strategy

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

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

ICT Strategy

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

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

Performance Management

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

Financial Performance

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

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

Benchmarking

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

Unit Costs Increasing



Source: Financial statements

Procurement

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

Going Green

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

Roles & Responsibilities

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

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

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

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

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

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

Awareness Raising and Involvement

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

Board awareness on VfM is raised through reports and workshops.

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

Report Title	Quarterly Risk Update	Confidential	No
Report Author	Executive Director of Resources	Report Status	Approval
Report To	Board 19 th February 2026	Officer Contact Details	Claire Denson, Risk & Governance Manager clairedenson@berneslaihomes.co.uk Sam Roebuck, Head of Strategy, Governance and IT samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>To aim of this report is to receive the quarterly update on the Berneslai Homes' Risk Framework.</p> <p>The Audit & Risk Committee reviewed and approved the report at its meeting on 29 January 2026, including discussion of the key risks identified. Following their review, the Committee endorsed the Emergency Response Plan and recommended its approval by the Board.</p> <p>The key points from the report are summarised below:</p> <ol style="list-style-type: none"> 1.1 There are currently 17 active strategic issues and concerns. The Summary of risks are attached (Appendix A). 1.2 The contingent liabilities register (linked Appendix B). 1.3 Emergency resilience and business continuity update, including the approval of the Corporate Emergency Response Plan (linked Appendix C) 1.4 Failure to Prevent Fraud update. <p><u>Customer Voice/Impact</u></p> <ol style="list-style-type: none"> 1.5 The aim of the review of risks is to scrutinise the internal risk management system and therefore customer views are not sought for this report. However, a number of risks and mitigations arising from reviewing our risks seek to enhance the customer voice.
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2. Recommendations

It is recommended that Board:

- i. Review and comment on the Risk Management Quarterly Update.
- ii. Review and comment on the Strategic Risks.
- iii. Approve the review of the Corporate Emergency Response Plan

3. Background

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

4. Current Position/Issues for Consideration

Strategic Issues and Concerns

- 4.1 There are currently 17 active strategic risks. The Summary of Risks is attached (**Appendix A**), with full details of mitigations available to view on the risk system. This report focuses on the Strategic Risk Register, but the Board are also asked to review and comment on the Operational, Project and Fraud risks, all available to view on the [risk system](#). The summary of risks, final column, highlights any changes to the risk headlines since the report to Board on the 11th December 2025. The detail of the risks is updated regularly during facilitated meetings and lead officer monitoring.

- 4.2 The top key risks are described below:

1. ***We don't have the appropriately skilled and motivated workforce to deliver services effectively which meet statutory and regulatory requirements*** – This has increased from Important to Critical and become more concerning due to being unsuccessful in appointing a new ED of Property Services and three crucial Heads of Service roles to be appointed.
2. ***The HRA does not cover requirements*** – This remains a Critical response risk due to ongoing impacting factors such as regulatory changes and the repairs backlog. Mitigations to reduce spending and make savings are ongoing.
3. ***Ineffective decision making as a result of data quality*** – This remains critical to reflect resources allocated to the data tool project. The risk title has been updated to reflect the evolving nature of the risk from - *We do not have the right data to make informed decisions (Data Quality) and we do not use the data we have effectively (working outside systems)*.
4. ***Reduction in Customer Satisfaction*** – This remains a Critical response risk due to the level of complaints and the resulting extension of the temporary resources to meet the demands. There is a gradual increase in customer satisfaction.
5. ***Mould, Damp and Condensation*** – Due to the impact of Awaab's Law, the regulatory environment will continue to keep this risk of key concern as we embed the significant requirements of the regulation.

6. ***The cost-of-living crisis and Welfare is impacting tenants and our communities*** - This remains a Critical response risk. The high level of disrepair cases continues; social media interest remains high and the incidents of violence and aggression towards staff remains high. There is some good news in this respect with the removal of the two-child benefit cap which will alleviate some financial pressures on families in Barnsley, taking them out of poverty.
 7. ***Ability to deliver historical and in year Repairs and Maintenance works within current financial resources available*** – Whilst this remains a Critical response risk, we are less concerned due to tighter financial controls, delivery and monitoring. The backlog is reported to Board. We are forecasting a break-even position for 25-26 for the HRA (R&M) budget.
 8. ***Vulnerability of in-house and third-party systems to cyber-attack*** – Whilst the Status and Impact remain ‘Potential’, the multiple successful cyber-attacks against large commercial organisations and Local Authorities keep this as a high resource concern.
 9. ***Business Continuity*** is always a key risk as we must ensure we have the capacity to meet the challenge of any emergency situation.
- 4.3 All Risks are linked to a number of key reporting areas in the risk register, including: the Sector Risk Profile, the Risk Appetite, Strategic Priorities, Corporate Ambitions and Governance Domain (Assurance framework). In **Appendix A**, the headline strategic risks have been visibly linked to the Strategic Objectives and Ambitions. The Audit & Risk Committee discussed the strategic risk ***‘We don’t have the appropriately skilled and motivated workforce to deliver services effectively which meet statutory and regulatory requirements’*** at its meeting on 29th January 2026, recognising the recruitment underway to mitigate this risk.
- 4.4 The Strategic risks follow the evolving level of concern, identifying where we are less, more or same concerned about a particular risk since the previous review.

Risk Management Framework Update

- 4.5 Following the review of the risk management framework, Berneslai Homes has commenced implementation of a new risk register system (from 1st February). The system is part of the Decision Time platform, which has also enabled, as part of the overall contract, unlimited users of Decision Time and some free add-on performance software that enables all corporate action plans to be monitored in one central location. The system is more dynamic and user friendly than the current static system and the scoring returns to the traditional scoring of likelihood and impact, making risk assessment clearer and more consistent. The system also uses the ‘Three-lines’ model, grouping controls and actions so responsibilities are transparent. It also offers improved visual reporting for the Audit and Risk Committee and Board, helping them see key risks and actions at a glance and showing how different risks are connected and linked to each other
- 4.6 On the 22nd January, a zero-based review of the strategic risks was undertaken in line with the implementation of the new system. These will be reported to Board on 28th May 2026.

- 4.7 The Contingent liabilities register, [linked Appendix B](#), captures and monitors risks which have the potential to generate significant (£100K+) financial liabilities for Berneslai Homes which are dependent upon future events.
- 4.8 A deep dive of Data Quality and work with 3C was undertaken by Audit and Risk Committee at their meeting on 29th April 2026 as part of the risk framework, delivered by the Head of Strategy, Governance and IT and the Record and Information Management Lead.
- 4.9 We have undertaken a review of the [Sector Risk Profile 2025](#), published on the 6th November. Overall, the 2025 version focuses on stronger governance, better data, and being proactive rather than reactive. The key differences from the 2024 Profile are:
- While the 2024 report focused heavily on financial pressures and tough operational decisions, the 2025 version takes a wider view.
 - Governance is now key, with the regulator expecting boards to base decisions on strong, reliable data.
 - Tenant safety has tightened, with new requirements such as Awaab's Law.
 - Financial pressures haven't eased and boards are urged to remain vigilant by undertaking measures such as regular stress testing.
 - Climate resilience, fraud prevention and increased transparency feature more strongly.
 - The risks have not been separated into Operational and Strategic, as the Regulator defines them as a set of interconnecting risks with governance at the core.
- 4.10 The latest live Operational, Project and Fraud risks are available to view on the [risk system](#) – filter 'Fraud' or 'Operational' or 'Project' Risks.
- 4.11 The Annual Governance Statement Action Plan is available to view in [Decision Time Resources](#).

Emergency Planning Update

- 4.12 The Corporate Emergency Response Plan was reviewed by lead officers in December 2025 and signed off by the Chief Executive. Its purpose is to ensure the organisation can respond effectively to major incidents and maintain critical services during emergencies. Oversight by the Committee is important to provide assurance that the plan is robust and supports organisational resilience. The Board is asked to approve the plan, which is provided at [Appendix C](#).
- 4.13 A focused assessment of the Resources Business Continuity Plan was undertaken on 7 October and 19 November 2025, with all relevant managers in the directorate in attendance. These sessions were critical in strengthening organisational resilience, providing an in-depth review of each key service and identifying the actions required to maintain continuity in the event of a cyber-attack.

Following further consultation, this work has now been completed. The Resources BC Plan will be updated accordingly. This assessment ensures that the organisation is better prepared to respond effectively to potential disruptions, safeguarding essential services and minimising risk.

- 4.14 The service Business Continuity Plans are reviewed annually and as required. All the plans are currently under review, with facilitated face-to-face sessions in progress. The current plans are available to view on the dedicated [Emergency Planning intranet page](#).
- 4.15 During Storm Claudia, BH staff worked collaboratively to safeguard tenants and support local communities. Although none of our homes were affected by flooding, colleagues acted proactively – checking tenant safety and implementing flood defences where needed.

Barnsley Council led a comprehensive response, including drainage teams on standby, joint preparedness meetings with the Environment Agency and Emergency Services, patrolling flood-prone areas, monitoring river levels, opening Burton Grange Community Centre and sharing timely information with residents. BH teams complemented these efforts by handling increased call volumes, carrying out urgent repairs and providing hands-on assistance to local communities. Their commitment ensured tenants remained safe and supported throughout the severe weather event.

- 4.16 In order to further strengthen our preparedness for a major incident the Executive Director of Customer and Estates Services represents Berneslai Homes on the Council's Corporate Resilience Board which was newly formed in 2025. As a direct outcome of this arrangement senior Berneslai Homes colleagues will have the opportunity to take part in a two-day Multi-Agency Incident Response Course that is to be delivered by the UK Resilience Academy in early 2026.

Failure to Prevent Fraud

- 4.17 The Risk Management Framework explicitly identifies fraud risks as one of the four main categories of risk managed by Berneslai Homes, alongside strategic, operational and project risks.
- 4.18 The offence of Failure to Prevent Fraud, introduced under the Economic Crime and Corporate Transparency Act (ECCT), came into force on the 1st September 2025. It holds large organisations criminally liable if an associated person commits fraud for the organisation's benefit (rather than personal gain) and reasonable prevention procedures are not in place.
- 4.19 Berneslai Homes already operates a strong internal control framework, regularly reviewed by BMBC's Corporate Assurance Team. To provide assurance that we are prepared for the new offence, we have completed a more detailed annual Fraud Risk Assessment covering all fraud risks, along with an additional Failure to Prevent Fraud Checklist that focuses specifically on risks relating to employees committing fraud for the benefit of Berneslai Homes, in line with the new legislation. This Checklist was approved by Audit & Risk Committee at their meeting on 29th January 2026.
- 4.20 The Fraud policies are being reviewed in-line with the offence and these will be presented to Board on 30th July 2026 for approval and will then be communicated to staff.

5. Customer Voice/Impact

- 5.1 The aim of the review of risks is to scrutinise the internal risk management system and therefore customer views are not sought for this report. A number of risks and mitigations arising from reviewing our risks seek to enhance the customer voice.

6. Risk and Risk Appetite

- 6.1 Strategic Risk Appetite – Risk Adverse: avoidance of risk and uncertainty as a key organisational objective; prepared only to accept the very lowest level of risk.
- 6.2 Governance Risk Driver: Berneslai Homes recognises governance as a Critical enabler of effective decision-making, transparency, and accountability. We maintain an adverse appetite for governance risk, ensuring that our frameworks, policies and oversight mechanisms are robust, compliant and aligned with regulatory expectations. While we are open to innovation in governance practices, we prioritise stability, clarity of roles, and assurance processes to safeguard the organisation’s integrity and public trust.
- 6.3 There is a risk that the Board, Audit & Risk Committee and management do not appreciate Berneslai Homes’ key vulnerabilities and take appropriate action to manage them. The Risk Management Framework ensures that effective mechanisms are in place for the management of risk.
- 6.4 Therefore, where required these controls are monitored via such as:
- The Strategic and Operational Risk Register reviews.
 - Part of the Annual Governance Statement.
 - Specific reporting to Board and Audit and Risk Committee, such as financial reports, compliance reports, etc.
 - Performance monitoring.

7. Strategic Alignment

- 7.1 The report aligns to the requirements from BMBC (Barnsley Metropolitan Borough Council) for the effective governance of Berneslai Homes. Good risk management links to the successful achievement of all our ambitions:
- Hearing Customers.
 - Keeping Tenants Safe.
 - Growth of Homes and Services.
 - Technology and Innovation.
 - Employment and Training.
 - Zero Carbon.

8. Data Privacy

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

9. Consumer Regulatory Standards

9.1 This report relates to the Transparency, Influence and Accountability Standard, as it reviews performance reporting and decision-making to ensure best practice.

10. Other Statutory/Regulatory Compliance

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

11. Financial

11.1 There are no financial implications arising from this report.

12. Human Resources and Equality, Diversity and Inclusion

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

13. Sustainability Implications

13.1 No specific zero carbon implications from this report.

14. Associated Background Papers on Decision Time

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

14.2 [RSH Sector Risk Profile 2025](#).

14.3 Annual Governance Statement Action Plan 2025 to 2026 – [Decision Time Resources](#).

15. Appendices

15.1 Appendix A – Strategic Risks Headline Summary.

15.2 [Appendix B – Contingent Liabilities Register](#) (Confidential not included)

15.3 [Appendix C – Corporate Emergency Response Plan](#) (Confidential not included)

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Ambitions	Update since Board on 11 December 2025
We don't have the appropriately skilled and motivated workforce to deliver services effectively which meet statutory and regulatory requirements.	Risk that we don't have appropriate resourcing levels in the workforce Workforce resilience - motivation, wellbeing (sickness absence) Workforce skills - competencies Impact - recruitment and retention - increased workload 25.11.25 - More concerned - unsuccessful in appointing new ED PS. 2 crucial HoS still to be appointed.	Issues with recruitment and retention Sickness levels / mental wellbeing Impending competency and conduct standard Employee feedback Increased turnover	Executive Director of Resources	Actual	Actual	Critical	More Concerned ^	Well Managed	Employment and Training	Increased from Important to Critical and become more concerning due to being unsuccessful in appointing a new ED or Property Services and two crucial Heads of Service roles to be appointed.
Mould, damp and condensation tenants?	Are we keeping tenants safe by ensuring that damp, mould and condensation are not a health risk to tenants?	Compliance with Awaab's Law.	Executive Director of Property Services	Actual	Actual	Critical	Same Concerned >	Sustainable Communities	Keeping Tenants Safe	No change
Ineffective decision making as a result of data quality	<ul style="list-style-type: none"> Data regarding both customers and assets. Do we have sufficient resources to implement data strategy and action plan? Do we have a strong culture of valuing or using data well across the org? Impact - Not meeting customer expectations - Poor reputation and satisfaction. 	Data culture re recording data accurately and timely. Ownership for all data - everyone's responsibility.	Executive Director of Resources	Actual	Actual	Critical	Same Concerned >	Well Managed	Technology and Innovation	The risk title has been updated to reflect the evolving nature of the risk from - We do not have the right data to make informed decisions (Data Quality) and we do not use the data we have effectively (working outside systems).
Reduction in customer satisfaction	<ul style="list-style-type: none"> Increasing demands from customers – they require increasing support Increasing regulatory demands Reduction in funding – more with less Contact Centre performance – we could miss significant issues Customers unable to access repairs services online effectively 26.08.25- gradual increase in customer satisfaction.	<ul style="list-style-type: none"> Cost of living Planned repairs and reduced budgets Regulatory intervention 	Chief Executive	Actual	Actual	Critical	Same Concerned >	Excellent Customer Services	Hearing Customers	No change
The HRA does not cover service requirements	<ul style="list-style-type: none"> Rent caps, inflation, CPI, use of reserves, management fee Tenant financial hardship Insufficient resources to support vulnerable customers Pensions – impact on balance sheet Reduction in funding for repairs and investment in stock – PRIP - impact on CS profit – reputation Impact on Strategic plan - resources to deliver the priorities - reputation with BMBC Relationship with the Council is crucial Reliant on annual reserves to bridge the gap between management fee and resources to deliver services contract with BMBC - gap of approx £500k. Reliant on CS profits. Need the turnover guaranteed at £20m. 26.08.35 - consultation on rent conversions which would increase resources. However offset with expectations on what the HRA will cover.	<ul style="list-style-type: none"> Insufficient funds in HRA and longer-term financial plan due to economic climate putting increased pressure on budgets and reducing stock numbers reducing income base. There was a financial overspend on Repairs and Maintenance budgets for 21-22. Increasing number of tenants on Universal Credit reducing rental income 	Executive Director of Resources	Actual	Actual	Critical	Same Concerned >	Well Managed	Growth of Homes and Services	No change
The cost-of-living crisis and welfare reform is impacting tenants and our communities	<ul style="list-style-type: none"> Condition of homes – changing behaviours Vulnerable tenants – changing behaviours Rent arrears, govt policy, Less tenant turnover – reduction in void levels Disrepair cases – legal costs – increasing Communal heating systems - affordability Unpredictability of tenant behaviour - increased violence and aggression towards staff, chaotic lifestyles Sustainability of estates – increased ASB, crime, DV Welfare reform announced today to reduce benefits bill. Opportunity: <ul style="list-style-type: none"> Tenants may want to move to smaller accommodation, which will release family-sized properties. 26.11.25: today's gov't budget removes the two child benefit cap, which will assist in taking families out of poverty	<ul style="list-style-type: none"> Cost of Living Reduced funding More support needs 16.01.25: High Court ruled that DWP acted unlawfully by presenting benefit assessment reforms as a way to support disabled people into work, without making clear that cost savings was a "primary rationale" for the proposals. 24.6.25 BMBC developing a comprehensive 2 yr £11m + support package covering themes such as school uniforms, GCSE support kits, membership fees for Base 71, Travel allowance, cost of living support. This package should have a significant impact on supporting a significant number of households with BH managed homes.	Exec Dir Customer & Estate Services and Exec Dir of Property Services	Actual	Actual	Critical	Same Concerned >	Sustainable Communities	Hearing Customers	No change

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Ambitions	Update since Board on 11 December 2025
Ability to deliver historical & in year R&M works within current financial resources available	Ability to deliver historical & in year R&M works within current financial resources available. We have an accumulated backlog of planned works that we are working with contract delivery partners to try and clear throughout the 2024-25 financial year. With backlogs of work brings various risks for the organisation. - Ask John lees to update following July Board report 25.11.25 - less concerned - tighter financial controls and delivery and monitoring. Backlog delivered and reported to Board. Forecasting break-even position for 25-26.	A large increase in demand and restricted funding have been the key issues: Increase in repair requests (in year) Historical Repairs (Backlogged) Recent new Consumer Standards placing additional pressure on Landlords to undertake repairs Pending Decent Homes 2 which 'may' incorporate repairs (such as plastering etc)	Executive Director of Property Services	Actual	Actual	Critical	Less Concerned v	Well Managed	Hearing Customers	Whilst this remains a Critical response risk, we are less concerned due to tighter financial controls, delivery and monitoring.
Business continuity	<ul style="list-style-type: none"> Are we prepared for industrial action / civil unrest, power cuts, services going down, another virus outbreak? Are we prepared for a cyber attack Are we prepared for climate change – heat, fires, floods Impact on business, staff and tenants 	Are we prepared for potential impact of disaster situations to operations? Do we need to consider loss of internet as the frequency has increased?	Chief Executive	Potential	Potential	Critical	Same Concerned >	Well Managed	Employment and Training	No change
Vulnerability of in-house and third party systems to cyber attack	<ul style="list-style-type: none"> A vulnerability maybe exploited leading to cyber-attack of in-house and/or third-party systems impacting confidentiality, integrity or availability of data and information. This could lead to, amongst others, financial loss, fines, regulator intervention, inability to deliver services, reputational. As a public sector organisation, we are more at risk from the current situation with Russia and Ukraine and the increased cyber-attacks in general. No evidence of increased attacks currently. 29.05.25: Multiple cyber attacks on large commercial orgs raises the concern.	<ul style="list-style-type: none"> Cyber-attacks are increasing in number, the organisation is becoming more agile, there is an increasing volume of data held on IT systems and the systems are becoming more complex. Legislation in place which means risk management is crucial. 	Executive Director of Resources	Potential	Potential	Critical	Same Concerned >	Well Managed	Technology and Innovation	No change
The zero-carbon agenda is not sufficiently funded or skilled	<ul style="list-style-type: none"> Questions around the sustainability of some estates – types of homes / energy efficiency Difficult to maximise funding opportunities – essential partnership working with BMBC Requires upskilling of staff – technical skills are more expensive Change in behaviour required of staff and tenants 13.01.25 - Joint work with BMBC to look at overall 30-year business plan	Strategic priority in line with local and national government	Executive Director of Property Services	Actual	Actual	Important	Same Concerned >	Sustainable Communities	Zero Carbon	No change
High value claim as a result of Private management service	23.01.23: Legal proceedings issued against BH re accident in a property management by BH on behalf of a private landlord (2019). 02.12.24: Judgement found in BH favour 07/11/24 02.12.24: Claimant has applied to the Court to appeal 13.01.25 - reduced to important as potential costs reduced	23.01.23: Legal proceedings issued against BH re accident in a property management by BH on behalf of a private landlord (2019).	Executive Director of Property Services	Actual	Actual	Important	Same Concerned >	Well Managed	Growth of Homes and Services	No change
Reputation and perception of BH	Recent social media and media exposure. How do we work with Cllrs and the portfolio holder to enhance reputation? New Service director - working with How do we work with Chronicle / press? 02.06.25: In the run up to the next local elections, increased scrutiny and therefore increased the concern level.	recent social media and media exposure.	Chief Executive	Actual	Actual	Important	Same Concerned >	Partnership Working	Growth of Homes and Services	No change
Insufficient Strategic Oversight of Housing Asset Performance	There is a risk that housing stock is not being actively managed or evaluated across key dimensions—financial viability, environmental sustainability, and social value. Without robust data on asset condition and long-term performance, investment decisions may be misinformed, leading to inefficient resource use, missed sustainability opportunities, and reduced tenant satisfaction. The absence of a strategic framework for asset appraisal and option modelling may hinder alignment with corporate priorities and regulatory expectations. This includes the risk of failing to provide Barnsley Metropolitan Borough Council (BMBC) with assurance that housing assets are being managed effectively and transparently.	<ul style="list-style-type: none"> Lack of integrated, up-to-date asset condition data. Strategic appraisal framework to guide investment decisions. Visibility of stock performance across financial, environmental, and social metrics. Governance and assurance mechanisms between Berneslai Homes and BMBC. 	Executive Director of Property Services	Actual	Actual	Important	Same Concerned >	Sustainable Communities	Technology and Innovation	New risk following Board input at Sept Board mtg.
The health and safety of staff	<ul style="list-style-type: none"> Statutory H&S requirements - Safe working practices to keep staff safe Failure to implement policies and procedures and associated communications / training. One working / personal safety / violence and aggression 04.03.25: Ongoing increase in reports of violence and aggression by staff. 02.06.25: Lone worker fob corporate assurance audit - limited assurance. 02.06.25: H&S restructured to People and Culture, headed by CW.	Failure to comply with H&S legislation could result in injury or death and associated business risks.	Executive Director of Resources	Potential	Potential	Important	Same Concerned >	Well Managed	Keeping Tenants Safe	No change

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Ambitions	Update since Board on 11 December 2025
Failure to meet increasing and changing regulatory requirements	<ul style="list-style-type: none"> Statutory requirements in respect of property/assets including Building Safety, decent homes. Reputational concerns due to new Regulatory approaches by the Housing Ombudsman and the Regulator for Social Housing - TSMs, neighbourhood agenda / investment in neighbourhoods We do not have the most effective software to do this. The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 come into force on 1 October 2022. <p>- New Consumer standards will be reviewed in 2023 inc new professionalism agenda (monitored as a dedicated operational risk in Corporate Services)</p> <p>- Corporate Assurance TSM validation report provided Limited Assurance - October 2024. Action 6 updated</p> <p>18.03.25: Increased concern due to confirmed day of Awaabs law Oct-25 and uncertainty around implications.</p> <p>29.05.25: Building safety regulator - the process of going through gateways is taking a lot longer than any org expected. Therefore delaying fire safety works in buildings.</p> <p>26.08.25 - more clarity on various requirements. DH - by 2035. MEES - 2030. Awaab's Law - 2025. Competency and conduct standard - 2026.</p>	A change and strengthening in regulatory approach is being implemented nationally, including the professionalism agenda (CIH). New regulations expected in early 2025 on Awaab's Law (Oct-25), Decent Homes 2 and introduction on competency and conduct standard	Chief Executive	Potential	Potential	Important	Same Concerned >	Well Managed	Hearing Customers	No change
The political landscape	Keeping up with what is happening at a national level politically and ensuring we are able to support the Council at a local level.	Changing political landscape.	Chief Executive	Actual	Potential	Requires Attention	Same Concerned >	Partnership Working	Growth of Homes and Services	No change
That we do not effectively embed a culture that acknowledges, promotes and celebrates the diverse talents and backgrounds of staff and tenants	<ul style="list-style-type: none"> We need to ensure that equality, diversity and inclusion is fully embedded and part of the DNA of Berneslai Homes. We need to ensure it is owned by all and that we recognise differences and take these into account to provide an effective and appropriate service to all our customers (internal and external). <p>01.03.24 Review date changed as on going risk</p> <p>05.09.24 - the risk has been updated to status/actual, due to feedback from the Customer First training, which includes some behaviour and attitude concerns.</p> <p>26.08.25 - undertaking full review, inc clarity of roles.</p> <p>25.11.25 - ongoing work to strengthen inclusion and celebrate diversity means it is now considered 'potential' rather than 'actual', and the rating has moved from 'Important' to 'Needs Attention'.</p>	Due to staffing resources, ED&I development lost it momentum.	Executive Director of Resources	Potential	Potential	Requires Attention	Same Concerned >	Well Managed	Employment and Training	The risk has been mostly viewed as Potential for some time, and ongoing progress means it is now formally classified as Potential rather than Actual, with the rating adjusted from Important to Needs Attention.



Creating great homes and communities
with the people of Barnsley

Report Title	Update on Berneslai Homes 2025/26 Annual Business Action Plan.	Confidential	No
Report Author	Head of Strategy, Governance & IT	Report Status	For Information
Report To	Board 19 th February 2026	Officer Contact Details	Sam Roebuck samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>This report provides an updated position to Board on the Annual Business Action Plan for the third quarter of 25/26.</p> <p>In April 25 the three year vision was incorporated into the overall BH Annual Action Plan.</p> <p>The Annual Business Action Plan progress will be reported to the Council through the governance arrangements.</p> <p><u>Customer Voice/Impact</u></p> <p>The Strategic Plan was developed during 2021 following extensive consultation with tenants and all stakeholders. The Annual Business Action Plan for 25/26 was developed following consultations with our stakeholders and customers. Tenant feedback was in line with the high-level areas we are focusing on, as their priorities were hearing our customers, communication and repairs. Their feedback will support the planning on how we can improve on these. The Regulator of Social Housing (RSH) inspection provided assurance that the priorities in the Annual Business Plan were also identified as a key area by the Regulator.</p>
2. Recommen dation	<p>Board is requested to: -</p> <ul style="list-style-type: none"> • Note and comment on progress against the Annual Business Action Plan 25/26 as at the end of quarter three.

3. Background

- 3.1 The current Strategic Plan for the period 2021 to 2031 was approved by the Board in December 2021.
- 3.2 The Strategic Plan was formally approved by the Council in February 2022, and as in accordance with the Services Agreement with the Council it is reviewed annually with a new Action Plan developed and agreed with BMBC each year.
- 3.3 The progress against the Strategic Plan is monitored by BMBC as part of the governance arrangements.
- 3.4 Board monitor and review all the actions and milestones to ensure they are confident that progress is being made on the Annual Business Action Plan.

4. Current Position /Issues for Consideration

Annual Business Action Plan 25/26

- 4.1 Attached at Appendix 1 is the quarter three progress made against the Annual Business Action Plan for 25/26.
- 4.2 The actions will take from 2 to 3 years to complete and some potentially over a longer period, depending upon resources and budgets. The priorities for the next few years will be aligned to the areas outlined by the Regulator of Social Housing as a priority.

Key Points to Note

Voicescape Agreement Module

This has been successfully implemented and the action completed.

IT Modernisation – with BMBC

Work has commenced reviewing our eforms, reducing, merging and mapping these forms out with a view to understanding our requirements for a new eform system (subject to budget and resource availability). This work is taking place jointly with BMBC. As part of this work we are now obtaining the necessary licences for a few officers in the IT and data teams to start building a BH chatbot – it is estimated to build, test and implement this will take approximately 18 months but good progress is being made.

Improving data Quality, accuracy and maturity

Progress is being made on the data project and we now have a clearer picture around our data. The establishment of data champions is needed to now drive this project forward.

Review opportunities for tenants to have more direct communication with BMBC as their landlord.

Good progress has been made on this working jointly with BMBC. BMBC officers will be attending TVP meetings and customer panel and will lead customer panels where relevant. BMBC will be meeting the new tenant Voice

Panel and reviewing the current ALMO liaison meeting , BH will help facilitate this.

Reduce void rent loss.

Board has been closely monitoring progress to reduce the number of empty homes, this is the subject of a separate Board report.

Work in partnership with BMBC to embed the changes resulting from the 5 year contract review of the Property Repair and Improvement Programme (PRIP)

Progress has been delayed due to lack of capacity within BH, the appointment of a Repairs & Maintenance consultant should enable this to progress.

Progress against the BH Action Plan

- 4.3 The three-year vision was initially agreed upon at the Board Strategic Planning Day in March 2024. As agreed with Board these are now incorporated into one action plan for 25/26, split between reportable to BMBC as part of the Services Agreement and actions for BH internal monitoring and reporting. Regular reporting on progress of these actions now forms part of this separate report to Board. BH Action Plan is attached at Appendix 2.

Key Points to note

IT

Good progress has been made with modernising IT devices for staff. These are currently being rolled out to Neighbourhoods and 70 laptops are to be rolled out to staff in quarter 4 with the oldest devices.

Restructure

The Resources restructure is underway – this has been completed within the People Team and the Strategy Governance and IT division is due to obtain EMT approval in February 2026, following this informal and then formal consultation will begin with the staff in these areas.

Training /workforce Planning

There has been good progress made reviewing the revised PDR process, obtaining feedback from staff ready to roll out some changes for 26/27. Training for Leaders on managing financial budgets and managing performance is starting to shape our leadership programme.

5. Risk and Risk Appetite

The Strategic Plan and our ambitions and actions within that is cross cutting across all our Strategic Risks.

- 5.1 Financial The issue of zero carbon and retrofitting of homes will have a significant financial impact on the HRA. External funding will need to be maximised to achieve these targets. Risk Appetite – Balanced

- 5.2 Regulation and Compliance We need to provide assurance to tenants, Board, and the Council that we meet all necessary consumer and regulatory standards. Risk Appetite – Averse. We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues.
- 5.3 Operations the operational focus and resources have been increased to assist in the delivery of the priorities in the plan; however, there are still some unknowns.
- 5.4 Reputational Berneslai Homes has a key role to play in improving lives across the borough and delivering excellent services.

6. Strategic Alignment

The Strategic Plan and Business Action Plan set out Berneslai Homes Strategic Ambitions and align closely with BMBC Corporate Plan and 2030 vision.

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

7. Data Privacy

This does not involve the processing of personal data.

8. Consumer Regulatory Standards

This report relates to the following elements of the Regulatory Standard. Our Strategic Plan and Annual Business Action Plan set out how the work that Berneslai Homes do supports our achievement of the standards.

- Neighbourhood and Community Standard
- Safety and Quality Standard
- Tenancy Standard
- Transparency, Influence and Accountability Standard (including Tenant Satisfaction Measures)

9. Other Statutory/Regulatory Compliance

The actions within the Strategic Plan ensure that our activities are aligned to ensure compliance across all regulatory and statutory standards.

10. Financial

The plan includes improvements in technology and processes that will ensure Berneslai Homes delivers efficiencies as part of the 10-year ambitions.

11. Human Resources and Equality, Diversity and Inclusion

To assist in the delivery of the new plan, a restructure has been undertaken across the organisation to meet future requirements of the plan. The plan has a strong emphasis on equality, inclusion, and diversity. Underpinning the Strategic Plan is our Equality, Diversity and Inclusion Strategy.

12. Sustainability Implications

Zero carbon is one of the objectives of the Strategic Plan and includes the actions that we will take to assist in achieving the zero carbon targets as a company. A key focus for the Business Plan for 2024/25 was to ensure that there is robust data to inform retrofit plans and to ensure that the Council and Berneslai Homes are best placed to access funding opportunities for insulation and renewable technologies, as they arise.

13. Associated Background Papers

Strategic Plan – Approved December 2021
Strategic Plan ABA Plan and 3-year vision update December 24

14. Appendices

Appendix 1 – BMBC Annual Business Action Plan
Appendix 2 - BH Actions update

Barneslai Homes Annual Business Action Plan
 Barneslai Homes Key priorities and focus 2025/2026

Barneslai 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q1 Update	Q2 Update	Q3 Update	Q4 Update
Healthy Barnesley	Review of Repairs Modules including DRS and Job Manager to ensure the new system is used to its full functionality to deliver efficient, effective, and timely customer service (NEC Repairs First)	Technology and Innovation	Ownership of system by Business Leads within Property Services; Actions to improve use approved and commenced Procedures revised to meet system requirements ; Anticipated benefits realised and savings achieved; Consultant to support BH in the review of our systems and processes;	April 25 April 25 October 25 April 26 Commenced late 2024 to allow for familiarity and self management	Head of Governance and Strategy, Head of Operations, Head of Repairs, maintenance and Building safety	Head of strategy, Governance and IT update - Review ongoing, Business leads identified and Consultant was appointed Dec 24 - complete . several improvements to procedures have been made to the responsive repairs - complete . Top 5 initial recommendations due to be concluded by end of July 25. Head of Repairs, Maintenance and Building Safety update: DRS is working well for managing the Repairs and Maintenance Inspectors (RMI) appointments. Following the feed-back from the team, we will be looking to roll out the DRS to the damp, mould and disrepairs RMIs. Continue to support with following up on the actions from the initial recommendations	Head of Strategy, Governance and IT - Benefits being realised on responsive repairs including reduced calls, reduced repair chase ups, increased productivity, increased satisfaction with the repairs service, reduced emergency repairs. Strategy report to EMT on any further reviews of system usage October/November 25 to be delivered as business as usual. Head of Operational Delivery seeing improvements in efficiencies and positive feedback from PSRT management. Customer calls reducing and less jobs passed to Standby due to efficiencies and improved productivity within workforce. Complete for Responsive Repairs		
Healthy Barnesley	Improving Data quality, accuracy and maturity and using this data to tailor services for our tenants.	Hearing Customers	Following demos of data tools in 2024, a trial of tools to enhance data quality across systems Self-financing business case to purchase software Data standards and data champions across the organisation Improved induction for IT systems across the organisation	April 25 May 25 June 25 Throughout 25/26	Head of Governance and Strategy - savings to be identified to enable BH to invest on a data tool. Resources required from across the organisation.	Head of Strategy, Gov and IT update - 12 month contract for a data tool in place from April 25 - complete . Data standards refreshed. - complete . Working with teams to identify data champions	Head of Strategy, Governance and IT -Work is ongoing in correcting inaccurate data and improving the data Governance arrangements across the organisation.	Head of Strategy, Governance and IT. The data tool is being used to identify data issues and to assist in processes. This will gather pace over the next 12 months with data Champions being appointed to lead in their areas. IT team currently working on a general user guide for the main system and working with teams to train so they can produce their own guides for teams.	
Learning Barnesley	IT Modernisation - Using technology to streamline services and review and automate processes where possible.	Technology and Innovation	Work with BMBC in their digital transformation journey to improve automation for BH. Consideration of CRM through Dynamics, commencing with a discovery piece and project plan for implementation over a 3 year period. Development of modules within NEC Assets and Asbestos	Throughout 25/26 and beyond	Executive Director of Resources & Head of Governance and Strategy (IT budgets) BMBC Digital Project Manager External Consultants to potentially build CRM NEC Consultants Head of Assets	Head of Strategy Gov and IT - initial discovery work complete and Minimum Viable Product identified. - complete Discussions with BMBC due August 25 on any potential next steps. Assets and Asbestos potential go live end of Sept 25	Head of Strategy Governance and IT - Discussions held with BMBC and small initial area being scoped out for Dynamics CRM. Assets and Asbestos live September 25 - complete .	Head of Strategy, Governance and IT - eforms and chatbot work commenced. NEC Assets and Asbestos is now live. Complete	
Healthy Barnesley	Hearing and responding to a wider tenant voice, customer Engagement and Influence	Hearing Customers	Review successfulness of Insight and Engagement Strategy Fully develop chosen insight IT platform Increase insight following successful launch of Knowing our Customers Project Tenants conference held codesign pilot	01/01/2026 April 25 ongoing through 25/26 Summer 25	Head of Customer Services& Engagement Manager budget for insight platform	Head of CS - Tenant Conference plan cancelled. Strategy approved by Board but deferred approval by BMBC pending review of TVP/Governance changes. TPAS appointed to support an independent review. Full range of surveys are operational through voicescape gaining increased feedback from tenants. Positive recruitment of wider tenant base - more active involvement Scrutiny project on communal areas progressing well 600+tenants been consulted for the codesign pilot.	TPAS review complete and recommendations being consulted with TVP, Customer Panel and report to CSC Nov 25. Recruitment campaign developed and to launch Nov 25. CSC to agree to delegate final changes to model and Insight and Engagement Strategy to Exec Director of Customer and Estate Services. Complete - Voicescape development. Complete - Scrutiny and findings at CSC Nov 25	Revised model approved CSC Nov 25 Update to Insight and Engagement Strategy made and at CSC Feb 26 for comment ahead of publishing. Recruitment for new model commenced. Anticipate all positions to be filled by end Feb 26. On target with actions agreed in the Insight and Engagement Strategy and at end Q3 on track to have heard from 50% of tenants annually through our surveys and other engagement. Revised Engagement Profile is more representative.	
Growing Barnesley	Maximising Income	keeping Tenants safe	Reduce void rent loss and maximise rental income. New void action plan and working group to deliver benefits. Processes being remapped to deliver process efficiency	November 24 - March 26	Head of R,M&BS & Head of Estate Services Head of Estate Services	Head of RMBC Update: Voids Task Group has been set up to manage the voids action plan with contractor partners, Wates and PRST. At Quarter 1 end, voids completion run rates are still low, therefore a Voids WIP Recovery plan has presented to Board. Key actions to follow up on include: increase surveying resource, increase contractor capacity and deliver value for money. Head of Estate Services - void high level process maps to be completed by 29.8.25 and operational process maps by 30.11.25	Head of Estate Services: Strategic Void Meetings weekly to ensure high level focus. Void trajectory on track to meet year end target provided delivery continues as forecasted. Weekly SIT reports to EMT. Head of RMBS: Audit Management Actions have been put in place to ensure budget /financial controls are in place and financial regulations are being adhered to. The Voids Strategic Group scrutinises the empty homes delivery plan and how contractor partners meet their commitments to achieve the YE target of 151 voids. As from Oct 25, PSRT have increased their resource capacity with an additional 3 sub-contractors. WPS are also due to confirm the total number of voids they could complete by end of March 26 based on their delivery resource.	Head of Estate Services: Weekly Strategic Void Meetings chaired by Interim ED Property Services continue, along with weekly EMT updates. Concerns raised regarding ability to meet year end target agreed by Board. Head of RMBS: Quarter 3 Empty Homes Recovery Plan update to Board seeks approval for a new hybrid delivery option to help achieve the best position at year end.	

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q1 Update	Q2 Update	Q3 Update	Q4 Update
			Voicescape Caseload Manager in place to increase effectiveness of Income Collection & Automation to be turned on w/c18/11/24 to further enhance Income Collection performance			Voicescape Caseload Manager & Collections fully implemented on target and within budget. 25/26 plans to implement Arrangements Manager to further enhance service offer, improve customer experience and maximise income. To be implemented by October 2025 and to align with existing contract.	Head of Estate Services: Voicescape Caseload Manager & Collections fully implemented. Annual review underway. To fully implement Arrangements Manager Q3.	Head of Estate Services Agreements Manager implemented - actions complete	
Healthy Barnsley	Complete all Repairs backlog	keeping Tenants safe	Monthly reporting, backlog up to 31st March 24 will be manual Reduce backlog by c50% (backlog projections produced for board) Increase output by -delivery partners establishing a joint working group Nov 24 to learn from each other regarding efficiency improvement for increased output virement made to balance 24/25 budget and deliver increased planned repairs within period Improve communications to tenants to advise backlog position	April 25 daily and ongoing throughout 25/26	Head of R&M and Building Safety	Head of RMBS Update: At the end May there were 1767 planned repairs raised, and an estimated additional 2070 jobs by the end of the financial year. For this year it is estimated 2500 planned repairs to be delivered within the existing budget. A total of 455 jobs were completed as of the 31st May. There are no WIP concerns and all works orders are completed within the 18 month target as set in the Repairs and Maintenance Policy Based on the current trajectory, there is a forecast HRA Revenue budget shortfall. The HRA (Repairs and Maintenance) Budget Monitoring Group will be closely monitoring the repairs budget and agree mitigating actions.	Head of RMBS update At the end of September 25. To date there were 1222 planned repairs and one offs completed, with an additional 221 WIP planned repairs and 330 jobs to be released. The overall planned works completion projection for this year is 1773 planned repairs that would be completed within this year HRA Revenue budget. The shortfall for 727 jobs from the originally projected 2500 jobs is mainly due to budget restriction. This will be further reviewed at the HRA (Repairs and Maintenance) Budget Monitoring to help identify areas of underspent that could be reallocated to planned repairs.	Head of RMBS Update - At the end of January 2026 there were 980 planned repairs and one offs completed, with an additional 700 WIP planned repairs and 205 jobs to be released. The overall planned works completion projection for this year is 1706 planned repairs that would be completed within this year HRA Revenue budget. The shortfall for 794 jobs from the originally projected 2500 jobs is mainly due to budget restriction. This will be further reviewed at the HRA (Repairs and Maintenance) Budget Monitoring to help identify areas of underspent that could be reallocated to planned repairs.	
Sustainable Barnsley	To achieve EPC 'C' by 2030 and Net Zero by 2045 (Development approach to sustainability)	Zero Carbon	Strategic - Intelligent Energy Modelling (SAVA) system implemented to provide revised baseline position for measures/costs for Council Stock to achieve "EPC C" and Net Carbon Zero 20245	Jan-25	Head of Asset Management	Head of AM update: SAVA platform live and providing relevant measure/cost information for EPC C and Net Carbon Zero- complete			
			Strategic - Development of a Retrofit Strategy/Plan in consultation with Council and identify and agree funding to support objective - Strategic - Establish and agree a delivery model/approach.	Apr-26		Head of AM update: agreed to between BH / BMBC key stakeholders to develop position statement	Head of AM update: Berneslai Homes has submitted a position statement to BMBC. We are collaborating with them as part of the HRA 30-year business planning and investment process. The aim is to assess options for funding the full EPC works within the existing HRA budget.	Budget proposals have been made in years 2-5 (2027/28 to 2030/31) of the medium term investment plan, in line with the position statement submitted to the council. Currently only year 1 is getting approved this year. Cabinet report requested to outline data based delivery strategy and intended outcomes of the Investment.	
			Strategic - BH/BMBC Asset Management Housing Stock Board vehicle for active asset management of Council stock	Dec-25		Head of AM update: BMBC/BH Asset Management Stock Board operating on a bimonthly basis - complete			
			Operational - Energise Barnsley Ltd 1000 PV scheme	Sep-25		Head of AM update: by the end of Q1, 350 solar PV installations completed	Head of AM update: by the end of Q2, approx 500 solar PV installations completed	Head of AM update: by the end of Q3, approx 570 solar PV installations completed	
			Operational - Warm Homes: Social Housing Fund (was SHDF prev) Wave 3. Continue to work collaboratively BH/BMBC to design and apply for government funding through the scheme.	March 25 to April 25		Head of AM update: Successful for wave 3 funding. between 135-150 properties to be included. 3 year delivery programme to commence Sept 2025 - complete			
			Operational - Stock Condition and EPC programmes 20% per annum from April 2025 via a risk based approach to support ongoing data collection and understanding of Council Stock	Apr-25		Head of AM update: New contract been awarded. Contract start date 1st August 2025. 20% SCS to be delivered up to FY end - complete			
Sustainable Barnsley	Work in partnership with BMBC to embed the changes resulting from the 5 year contract review of the Property Repair and Improvement Programme (PRIP)	Hearing Customers	Evaluate impact of contract amendments and report to Board	Sep-25	Executive Director of Property Services Executive Director of Resources	Feedback sessions taking place with savills on the outcome of the review. Working groups set up and lead officers identified to progress the recommendations.	We continue to work with council colleagues to deliver actions from the review. Roles and responsibilities clarified and further improvements on the PRIP contract ongoing (i.e R6 Void Changes)	An agreement with BMBC colleagues to defer some of the Savill review actions due to BH team capacity to deal with high priority corporate actions. It is recognised that some of the actions included in the Savills report have already been progressed as part of the Auditing of Management Actions	
Healthy Barnsley	Actions from Regulator of Social Housing Inspection during 2024	Hearing Customers	Ensure the outcomes of Tenant Engagement and Influence are always captured and shared	Ongoing through 25/26. linked to insight and engagement strategy	Head of Customer Services	Report to Board on tenant voice impact scheduled Oct 25. Refreshed comms plan CSC report quarterly.	Revised summary report now published monthly online complete		
			Publicise Language Line services and ensure we proactively offer to translate	May-25 / Moved to Oct-25	Head of Customer Services	Comms to be produced.	Commenced with contract renewal	Complete	
			Review opportunities for tenants to have more direct communication with BMBC as their landlord	May-25	Head of Customer Services	Commenced review with TPAS to increase tenant voice and arrangements from BMBC communication	TPAS review complete and recommendations being consulted with TVP, Customer Panel and report to CSC Nov 25.	BMBC agreed to have officer representation at TVP meetings from Q4 and attend Customer Panel and lead a Panel where relevant. BMBC have agreed to meet with new TVP and review the current ALMO liaison meeting (this is a BMBC responsibility that we will facilitate). Complete from BH perspective	

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q1 Update	Q2 Update	Q3 Update	Q4 Update
			Increase our actions to increase diversity in our engaged tenants group	Ongoing through 25/26. linked to insight and engagement strategy	Head of Customer Services	Recruited 30+ tenants through positive engagement. Profile more representative. TPAS consultancy to support this further	Refreshed profile shows more diverse actively involved tenants. Experience surveys now analysed by diversity strands. Positive outreach in communities - community shop, damp and mould sessions, walkabouts, traveller site and care leavers	Recruitment to new panels through December is promising in terms of diversity profile. Continued outreach with wider communities and analysis/actions on experience surveys by diversity strands. Ongoing positive progress	
			Work with BMBC to include tenants in setting KPIs	Throughout 25/26	Head of Strategy, Governance and IT	H of S, G and IT - tenant sessions held by BH with BMBC and contributed to the target setting. To be completed annually. -Complete			
			Introduce a clear methodology to prioritise the future 20% rolling stock condition survey programme	Apr-25	Head of Asset Management	Head of AM update: Risk based approach developed to prioritise asset for delivery of 20% SCS. Framework / working document approved at BH/BMC Asset Management Housing Stock Board - Complete			
			Improve communication on the outcome of work on ASB	Throughout 25/26	Head of Estate Services	ASB P&P reviewed along with operational processes to improve and manage expectations, agree communication methods and frequency with reporters etc - complete			
			Review the use of tools for ASB and continue joint working with BMBC to improve processes.	Throughout 25/26	Head of Estate Services and BMBC	ASB Action plan in place, co-monitored and delivered with the Councils SNS - complete			

Strategic Ambition	Priority	Milestones	Date	BH Lead and additional resources	Q1 Update	Q2	Q3	Q4
Hearing Customers	Develop savings plan to achieve long-term financial sustainability for BH	2 year savings plan recommended to Board Implement savings with quarterly updates reported to BH Board	June 25 Throughout 2025 - 2027	Executive Management Team			Progress on savings plan reported to Board on 19 February 2026 within the Value for Money Strategy Update.	
Employment and training	Roll out of devices suitable for roles and within budget	If trial by Neighbourhoods successful order new device for all neighbourhood Officers (using carried over budget)	Apr-25	Head of S, G and IT	Head of S, G and IT update- laptop selected not suitable for requirements. Currently trialling a new tablet.		All Neighbourhood Officers ordered a new tablet and are currently being rolled out - complete	
		Trial for Assets (visiting officers with same kit as NO)	May-25		delay due to initial trial of laptop being unsuccessful		laptop unsuccessful and already have handheld devices - closed	
		Develop plan to replace all devices not compatible with windows 11	Oct-25		Head of S, G and IT update - Complete all kit now compatible with windows 11 replaced.			
		develop plan to replace devices based upon age (tech refresh)	Dec-25		Not yet started		New devices ordered for staff with older kit delivery due Jan 26. BH will hve access to check battery life and efficiency if devices from April 26 this will be utilised moving forward to prioiritse any new devices for staff.	

Report Title	2025/26 Quarter Three Performance Summary	Confidential	No
Report Author	Head of Strategy, Governance and IT	Report Status	For Information
Report To	Board 19 th February 2026	Officer Contact Details	Sarah Drafz Sarahdrafz3@berneslaihomes.co.uk

1. Executive Summary	<p>Berneslai Homes’ performance is measured so that we can monitor the success of our Strategic Plan commitments, consider how well areas of the business are doing and see the difference we are making to our customers.</p> <p>This report will</p> <ul style="list-style-type: none"> • Inform Board of Berneslai Homes’ performance at Quarter three of 2025/26, including areas of strength, areas of focus and the actions being taken to address underperformance. • Highlight the high-risk areas for Board. <p>Our performance compares favourably to others in the sector.</p> <p>KPI targets are agreed annually with the Council following customer consultation. At quarter three, 17 KPIs met or exceeded targets (green), nine narrowly missed (amber), and seven did not achieve targets (red). Five KPIs were not RAG rated due to unavailable or incomparable data.</p> <p>Key areas of strength are building safety compliance, which was 100% across four building safety TSMs, complaints responded to in target timescales, repairs completed in target, rent collection levels and Contact Centre performance.</p> <p>Keys areas of focus for the organisation include void rent loss and the proportion of homes non-decent.</p>
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2. Recommendation/s

- 2.1 Board is asked to consider quarter three performance.
- 2.2 Where performance targets have not been achieved, Board should ensure they are satisfied with the explanations provided and there are adequate controls and actions in place.

3. Background

- 3.1 Berneslai Homes' performance is measured so that we can monitor the success of our Strategic Plan commitments, consider how well areas of the business are doing and see the difference we are making to our customers.
- 3.2 On a quarterly basis an assessment of Berneslai Homes' performance against targets is made. We have 38 Key Performance Indicators (KPIs) for 2025/26, they are segmented into the TSM Pulse, the Council Pulse and the Company Pulse. Performance is red/amber/green (RAG) rated against annual targets.
- 3.3 TSMs provide tenants with clear, comparable performance measures. The attached performance report includes a comparison of our performance against other social housing providers. Benchmarks are taken from the Housemark 2025/26 mid-year report, reflecting the peer group median (Local Authorities and ALMOs, excluding London, with over 15k stock). For measures expressed as rates per 1,000, the benchmark reflects the 2025/26 Q2 position. For Council and Company Pulse KPIs, benchmarks reflect the 2024/25 peer group median. Benchmark colour coding is included to show how the current quarter's performance compares, light green indicates performance in line with or above the median, while light red indicates performance below the median. Overall, quarter three performance compares favourably to our peer group.
- 3.4 Complaints (CH01/02), ASB (NM01) and Building Safety (BS01-05) data have been independently validated monthly and Decent Homes (RP01) has been validated quarterly by the Performance and Improvement Manager. Data for the proportion of emergency and non-emergency repairs completed in target (RP02 1 & 2) has been externally validated by 3C. The first wave of tenant perception data has been validated by the Performance and Improvement Manager.

4. Current Position/Issues for Consideration

- 4.1 KPI targets are agreed annually with the Council following customer consultation. At quarter three, 17 KPIs met or exceeded targets (green), nine narrowly missed (amber), and seven did not achieve targets (red). Five KPIs were not RAG-rated due to unavailable or incomparable data.

4.2 Quarter three performance areas of strength:

TSM KPIs

- BS01 03-05 Building safety: we achieved 100% compliance across four building safety TSMs (gas, asbestos, water and lift safety), demonstrating our commitment to tenants' safety. 99.5% of properties had required Fire Risk Assessments (FRAs). One FRA covering six dwellings had expired due to a historical error in the recorded renewal date, which was identified through our robust validation process. Measures have been implemented to rectify this issue, and further checks undertaken to ensure no similar errors are present elsewhere.
- CH01/02 Complaints: 96.5% of stage one and 100% of stage two complaints were responded to within target timescales (target: 100%) (amber and green rated). We have received 23% fewer stage one complaints compared with quarter three of 2024/25, with a similar proportion responded to within target timescale (96.1% at quarter three last year). Stage two complaint volumes are 25% lower than in quarter three 2024/25, with a higher proportion responded to in target. Transactional complaints satisfaction has decreased since the start of the year, and this is currently being investigated.
- RP02 Repairs: 95.2% of emergency and 90.0% of non-emergency repairs were completed within target (targets 92% and 86% respectively). The data has been externally validated by 3C, who provided full assurance that RP02 is compliant, with well-documented and transparent processes and accurate, automated calculations.
- Perception data: we have received the first wave of tenant perception survey results. These initial wave one results provide early insight into tenants' perceptions, as we continue to make progress on actions identified in our 2024 TSM survey improvement action plan. The final TSM perception results will be available once data from the second survey wave is combined. Validated 2025/26 survey results are due in quarter four.

Council KPIs

- Income: We collected 99.7% of rent due against a target of 98%. Rent collection performance is strong despite the ongoing challenges of Universal Credit (UC) managed migration, with over 10,000 customers now receiving UC. We continue to implement Voicescape functionality to support payment arrangements, including reminders, confirmation messages, payment acknowledgements and arrears-free prompts.
- Local spend: We spent 64% (£6.49m) of influenceable spend locally to quarter three against a target of 60%, demonstrating our commitment to supporting the local economy.

Company KPIs

- Disability: 13.8% of the workforce defined as disabled under the Equality Act definition of disability against a target of 13.2%. This data is collected as staff join the organisation and periodic reminders are issued to staff to ask they ensure demographic data remains up to date.
- Priority calls: 89.9% of priority calls were answered by BMBC Contact Centre within three minutes against the target of 80% (green rated). We have seen a 15% point improvement in performance in quarter three, which shows the actions put in place to improve have been effective.

4.3 **Quarter three key areas of focus:**

TSM KPIs

- RP01 decent homes: 165 properties (0.92% of stock) managed by Berneslai homes were classed as non-decent at quarter three. Reviews are conducted across the quarter and take into account decency failures from the previous financial year. All properties reviewed during the quarter met Decency standards. Of the 165 properties classed as Non-Decent, five full element replacements are required. The remaining properties that were not surveyed have been assumed as Non-Decent; these will be reviewed in quarter four.

Council KPIs

- Void rent loss: 1.78% of income (£1.1m) was lost due to void properties at quarter three against a target of 1.5% or less, a reduction of 0.13% points (£58k) on quarter three 2024/25. There has been a reduction in the number of void properties carried week on week. Work is continuing across all teams involved in the void process to further reduce the number of voids carried each week.
- Percentage of properties with an EPC C or above: performance was 44.4% at quarter three and continues to follow an improving trajectory quarter on quarter despite being red rated against the target of 50%. Performance improvement is linked to our 1,000 solar homes project, where solar panels are fitted to our properties to increase the energy efficiency of the property. Performance is expected to further improve with the Warm Homes: Social Housing Fund Wave 3 scheme, which will deliver energy efficiency improvements and reduce carbon emissions for approximately 150 homes. We are working towards our 2030/31 strategic plan commitment of 100% of properties having EPC C or above.

Company KPIs

- Staff sickness: at the end of quarter three 4.3% of working time was lost due to staff sickness – a reduction of 3.05% points since quarter three 2024/25. Performance is rated as red against the target of 3.56% or less. Customer and Estate Services have seen a significant reduction in sickness absence. A number of actions put in place to improve sickness performance including training for managers and weekly sickness monitoring meetings for those teams with highest sickness levels have positively contributed to the improvement in performance.

- Minority ethnic staff in total workforce: at 3.1% performance continues to follow an improving trajectory, with quarter on quarter improvement, although it remains below the target of 4.1%. Ongoing actions to improve workforce diversity include ensuring that our promotion and awareness calendar campaigns are representative of the community, reviewing imagery used on social media and recruitment promotion to ensure these are representational and diverse. We continue to have a presence at engagement events, such as local job fairs and school events. We also conduct an annual review of equality pay and implement a subsequent action plan.

5. Customer Voice/Impact

- 5.1 Considering key performance measures and the outcomes from tenant surveys provides Board with valuable insight into how services are being delivered to tenants and how they feel about the service they receive. This insight should be used to inform areas for further consideration or where improvements are required.
- 5.2 On a quarterly basis, two to three key performance areas will be selected and featured in a communications piece. This initiative aims to celebrate areas of strong performance while highlighting opportunities for improvement. Tenants will play an active role in shaping these communications, ensuring that the messages reflect the tenant voice and promote transparency and engagement across the organisation.

6. Risk and Risk Appetite

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

7. Strategic Alignment

- 7.1 Our KPIs are aligned to; excellent customer services, sustainable communities, partnership working and successful well-managed company which support our vision 'Creating great homes and communities with the people of Barnsley.' We work closely with the council to ensure we align our services and Strategic Plan to meet the challenges and opportunities of their Corporate Plan and the Barnsley 2030 vision.
- 7.2 The performance report links to all the Barnsley 2030 Strategic Ambitions as it is one of the mechanisms by which we monitor our performance against the Plan.

8. Data Privacy

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

9. Consumer/Regulatory Standards

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

- Tenancy Standard
- Neighbourhood and Community Standard
- Transparency, Influence and Accountability Standard
- Safety and Quality Standard

By measuring and monitoring performance against our KPIs and involving tenants in this process we can effectively ensure we demonstrate progress towards achievement of our strategic objectives and compliance with multiple regulatory standards.

The quarterly performance report is published on our website as part of our approach to ensuring transparency and supporting effective scrutiny by tenants.

10. Other Statutory/Regulatory Compliance

10.1 There are no specific statutory or regulatory compliance implications arising directly from this report

11. Financial

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

12. Human Resources and Equality, Diversity and Inclusion

12.1 There are no human resource implications arising directly out of the recommendations in this report.

13. Sustainability Implications

13.1 Various performance measures reported assess progress towards achieving our net zero ambitions which in turn links to our sustainability strategy.

14. Associated Background Papers

None.

15. Appendices

Appendix A – Quarter Three 2025/26 Performance Report

Quarterly Performance Report Quarter 3-2025/2026



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2025/26 - Summary

TSM					
 Gas Safety Checks	 Fire Safety Checks	 ASB Cases	 ASB Cases Hate Incidents	 Satisfaction Home is Safe	 Listening to Tenants
 Asbestos Safety Checks	 Water Safety Checks	 DHS Compliance	 Non-Emergency Repairs	 Keeping Tenants Informed	 Treating Tenants Fairly
 Lift Safety Checks	 Stage One Complaints	 Emergency Repairs	 Tenant Satisfaction	 Handling Complaints	 Satisfaction with Communal Areas
 Stage Two Complaints	 Stage One Response Time	 Tenant Satisfaction with Repairs	 Time Taken Recent Repair	 Positive Contribution	 Satisfaction with Handling ASB
 Stage Two Response Time		 Well Maintained Home			

Council KPIs	
 Void Rent Loss	 Rent Collection
 Proportion of Apprentices	 Barnsley Pound
 EPC C or Above	 Annual indicator
	 Management Fee

Company KPIs	
 Annual Indicator	 Staff Attendance
 Staff Satisfaction	 Minority Ethnic
 Equality Act	
 Current Tenant Arrears	 Contact Centre

TSM KPIs

TSM		YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCHMARK (Median)	
 Gas Safety Checks	 Fire Safety Checks	100.0%	100.0%	100.0%	100.0%	-	-	100.0%	99.9%	BS01: Gas Gas safety checks
		100.0%	100.0%	100.0%	99.5%	-	-	100.0%	100.0%	BS02: Fire Fire safety checks
 Asbestos Safety Checks	 Water Safety Checks	100.0%	100.0%	98.3%	100.0%	-	-	100.0%	100.0%	BS03: Asbestos Asbestos safety checks
		100.0%	100.0%	100.0%	100.0%	-	-	100.0%	100.0%	BS04: Water Water safety checks
 Lift Safety Checks	 Stage One Complaints	100.0%	100.0%	100.0%	100.0%	-	-	100.0%	100.0%	BS05: Lift Lift safety checks
		67.1	15.6	29.7	43.1	-	-	In line with peer group median	21.8 Q2	CH01 1: Stage One Complaints Stage one complaints relative to the size of the landlord
 Stage Two Complaints	 Stage One Response Time	15.9	3.9	7.4	10.2	-	-	In line with peer group median	4.5 Q2	CH01 2: Stage Two Complaints Stage two complaints relative to the size of the landlord
		93.0%	96.9%	97.0%	96.5%	-	-	100.0%	80.5%	CH02 1: Stage One Response Time Stage one complaints response time
 Stage Two Response Time		97.9%	100.0%	100.0%	100.0%	-	-	100.0%	86.7%	CH02 2: Stage Two Response Time Stage two complaints response time

TSM KPIs

TSM		YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCHMARK (Median)	
 ASB Cases	 ASB Cases Hate Incidents	35.0	9.2	18.7	24.1	-	-	In line with peer group median	35.0 Q2	NM01 1: ASB Cases Anti-social behaviour cases
		0.7	0.2	0.4	0.4	-	-	In line with peer group median	0.9 Q2	NM01 2: ASB Cases Hate Incidents Anti-social behaviour cases that involve hate incidents
 DHS Compliance	 Non-Emergency Repairs	0.2%	1.3%	1.4%	0.9%	-	-	0.0%	3.5%	RP01: DHS Compliance Homes that do not meet the Decent Homes Standard
		85.7%	85.7%	91.0%	90.0%	-	-	86.0%	80.5%	RP02 1: Non-Emergency Repairs Repairs completed within target timescale
 Emergency Repairs	 Tenant Satisfaction	89.1%	91.4%	95.6%	95.2%	-	-	92.0%	97.1%	RP02 2: Emergency Repairs Repairs completed within target timescale
		75.2%	75.9%	-	-	-	-	75.9%	72.7%	TP01: Tenant Satisfaction Overall satisfaction
 Tenant Satisfaction with Repairs	 Time Taken Recent Repair	74.4%	74.1%	-	-	-	-	75.4%	75.6%	TP02: Tenant Satisfaction with Repairs Tenant Satisfaction with repairs
		67.5%	71.2%	-	-	-	-	69.0%	73.1%	TP03: Time Taken Recent Repair Satisfaction with time taken to complete most recent repair
 Well Maintained Home		70.7%	71.3%	-	-	-	-	70.9%	73.5%	TP04: Well Maintained Home Satisfaction that the home is well maintained

TSM KPIs

TSM		YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCHMARK (Median)	
 Satisfaction Home is Safe	 Listening to Tenants	71.5%	72.3%	-	-	-	-	73.5%	79.1%	TP05: Home is Safe Satisfaction that the home is safe
		62.3%	66.9%	-	-	-	-	65.0%	62.2%	TP06: Listening to Tenants Landlord listens to tenants views and acts upon them
 Keeping Tenants Informed	 Treating Tenants Fairly	62.5%	64.7%	-	-	-	-	66.5%	71.0%	TP07: Keeping Tenants Informed Landlord keeps tenants informed about things that matter to them
		77.9%	79.3%	-	-	-	-	80.9%	78.2%	TP08: Treating Tenants Fairly Landlord treats tenants fairly and with respect
 Handling Complaints	 Satisfaction with Communal Areas	44.5%	43.2%	-	-	-	-	45.0%	32.9%	TP09: Satisfaction Handling Complaints Satisfaction with the landlords approach to handling complaints
		61.7%	64.1%	-	-	-	-	63.9%	64.1%	TP10: Satisfaction with Communal Areas Satisfaction that the landlord keeps communal areas clean and well maintained
 Positive Contribution	 Satisfaction with Handling ASB	55.0%	56.5%	-	-	-	-	59.8%	60.5%	TP11: Positive Contribution Satisfaction that the landlord makes a positive contribution to neighbourhoods
		47.6%	49.4%	-	-	-	-	55.0%	54.2%	TP12: Satisfaction Handling ASB Satisfaction with the landlords approach to handling anti-social behaviour

Council KPIs

Council KPIs		YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCHMARK (Median)	
 Void Rent Loss	 Rent Collection	£1,570,692 (1.86%)	£352,658 (1.78%)	£757,325 (1.83%)	£1,120,260 (1.78%)	-	-	1.5%	1.28%	Void Rent Loss (BH1) Income lost due to void properties
		100.5%	99.7%	100.2%	99.7%	-	-	98.0%	100.2%	Rent collection (BH2) Rent collected as a proportion of rents owed on Housing Revenue Account dwellings.
 Proportion of Apprentices	 Barnsley Pound	3.6%	3.3%	3.7%	3.3%	-	-	3.5%	N/A	Apprentices (BH3) Proportion of apprentices in workforce
		68.0%	68.0%	67.0%	64.0%	-	-	60.0%	N/A	Local Spend (BH4) Spend funds locally supporting the Barnsley economy.
 EPC C or Above	Annual indicator  Management Fee	43.1%	43.9%	44.2%	44.4%	-	-	50.0%	66.6%	EPC Ratings (BH5) Percentage of Properties with an EPC C or above.
		Achieved	Annual				-	1.0%	N/A	Management Fee (BH6) Management Fee Efficiency target as part of annual Value For Money report.

Company KPIs

Company KPIs		YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCHMARK (Median)	
Annual Indicator										
										
Staff Satisfaction	Staff Attendance									
										
Equality Act	Minority Ethnic									
										
Current Tenant Arrears	Contact Centre									
		New	65.7%				65.7%	65.0%	N/A	Staff Satisfaction (KPI 1) Employee satisfaction with Berneslai Homes as an employer
		6.1%	4.57%	3.87%	4.30%	-	-	3.6%	N/A	Staff Attendance (KPI 2) Percentage of working days lost due to sickness
		13.2%	13.7%	13.7%	13.8%	-	-	13.2%	N/A	Diversity (KPI 3) Percentage of staff defining under the Equality Act definition of disability.
		2.8%	2.9%	3.1%	3.1%	-	-	4.1%	N/A	Diversity (KPI 4) Percentage of minority ethnic staff in total workforce.
		3.6%	3.71%	3.54%	3.52%	-	-	3.5%	3.26%	Current Tenant Arrears (KPI 5) Percentage of Current Tenant Arrears.
		58.1%	49.8%	75.3%	89.9%	-	-	80.0%	N/A	Contact Centre (KPI 6) We will answer priority calls in less than 3 minutes (Contact Centre).

Report Title	Building Safety Scorecard (December 25 Data)	Confidential	No
Report Author	Interim Deputy Head of Building Compliance	Report Status	For Information
Report To	Board 19 th February 2026	Officer Contact Details	Anthony Spencer Interim Deputy Head of Building Compliance anthonyspencer@berneslaihomes.co.uk

<h2>1. Executive Summary</h2>	<p>Compliance performance overall is good, with some outliers that are being addressed. Average compliance against the seven key compliance areas (Fire, Smoke and CO, Electrical, Gas, Asbestos, Legionella and Lifts) is 99.65%.</p> <p>Positive Highlights:</p> <p>We are 100% compliant across 4 Building Safety Compliance TSM Measures as of the end of December 2025:</p> <ul style="list-style-type: none"> • 100% compliance has been achieved for Gas Safety Checks. • 100% compliance has been achieved for Passenger Lifts. • 100% compliance has been achieved for Asbestos Safety Checks. • 100% compliance has been achieved for Water Safety Checks. <p>The Building Safety Scorecard presents strong overall compliance with building safety regulations as of December 2025, highlighting areas of success and ongoing focus. It details performance across key compliance areas, operational challenges and strategic responses to legislative changes, notably Awaab's Law, ensuring tenant safety and regulatory adherence.</p> <ul style="list-style-type: none"> • Areas requiring attention: Slight non-compliance remains in Fire Risk Assessments (FRA's) (99.53%) due to 1 block being overdue. Since the report was produced this block has now had the FRA completed.
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1. Executive Summary (Cont'd)

- **Fire safety** equipment (99.86%) with 3 overdue fire door inspections due to access issues, which we are pursuing with the scheme managers of the relevant buildings, however this has reduced since the last report, there are now 2 overdue emergency lighting tests which are being progressed with the relevant departments.
- **Electrical Compliance** (99.97%) with 5 outstanding condition reports (10 Years). Out of the 5 non-compliant, 2 properties are with BMBC Safer Neighbourhoods Team (SNT) for legal processing, 3 are with our Housing Management team for assistance with the condition of the property.
- **Non passenger Lifts** (97.45%) - 13 appliances outstanding, 6 are stairlifts, 4 are void (waiting for lettings to advise if the stairlift will remain or be removed). Through Floor Lifts there are currently 2 outstanding both of which are void. Of the 5 Hoists, 4 are being removed and the remaining 1 is a void property.
- **Use of technology:** Management System (C365) has been implemented across multiple compliance areas to enhance performance tracking. The Asbestos Control Officer utilises the C365 mobile app for efficient re-inspections as well as being used for the monitoring and recording of weekly and monthly activities relating to water hygiene.
- **Legal and operational collaboration:** Berneslai Homes works closely with Barnsley Metropolitan Borough Council's legal and neighbourhood teams to gain property access and address compliance issues, including injunctions to facilitate overdue electrical inspections.
- **Damp, mould, and condensation management:** The Damp, Mould and Disrepair team is expanding resources and improving operational and data management processes, including a Power BI dashboard and appointment booking initiatives, to improve inspection rates and tenant safety in response to increased damp and mould survey requirements. Following the implementation of Awaab's law, inspection demands surged by over 400%, prompting recruitment of additional surveyors and a temporary process change from inspection to remediating mould reports via mould washes for those where there are potential hazards to meet legal timeframes. Performance shows strong compliance for emergency hazards, but significant hazards remain below the statutory target, driven primarily by demand shift, surveyor/coordinator capacity constraints, and maturing data/reporting arrangements.
- **Governance and continuous improvement:** The Damp and Mould Working Group and regular partner meetings focus on process reviews, tenant engagement, and collaboration with external agencies to ensure compliance and timely interventions.

<p>Executive Summary (Cont'd)</p>	<ul style="list-style-type: none"> • Strategic and regulatory alignment: The report aligns with Barnsley 2030 goals and Regulator of Social Housing standards, emphasizing robust compliance management to mitigate risks and fulfil legal obligations without impacting staff capacity or sustainability strategies. <p>Areas of Focus:</p> <ul style="list-style-type: none"> • Continued focus on access-related non-compliance across Electrical, Fire Door and Lift inspections. • Ongoing bedding in of C365 modules across all compliance streams. • No access policy and procedures are being reviewed • Decant procedures are being reviewed • Damp and Mould team - agency recruitment of two damp and mould surveyors and one coordinator has been completed to help manage the increase in survey appointments demand, and subsequent administrative tasks. <p>Customer Voice/Impact.</p> <p>Operational compliance information is generated internally to ensure we meet our legal obligations and as such does not require direct input from tenants. However, the implications on tenants of this data (from a health, safety, wellbeing and security perspective) are very significant.</p>
<p>2. Recommendation</p>	<p>Board is recommended to review and note Berneslai Homes' performance in delivering overall Building Safety Compliance.</p>

3. Background

- 3.1 Berneslai Homes is committed to achieving the highest standards of building safety and this report sets out Berneslai Homes' performance year to date (end of December 2025) for delivering this work across all key areas of compliance.
- 3.2 We continue to be audited and scrutinised, providing the necessary assurances. Pennington Choices have carried out a desktop review of our Building Safety Cases in Q4 2023-24. Q3 2024/25 saw the Electrical process internally audited with reasonable assurance given, all the agreed management actions from this audit have now been completed.
- 3.3 Over the upcoming quarter, the focus is on performance improvements and efficiencies, working with both contract partners, Property Services Repair Team (PSRT) and Wates. Several actions have been initiated and implemented to progress our Compliance Action Plan and drive improvements and efficiencies, with all teams focussing on the overarching objective to be fully compliant across all Big 7 Building Safety and compliance work streams.

- 3.4 The Building Safety Scorecard had been developed following Pennington Choices Compliance Roadmap. The purpose of the Safety Scorecard is to provide a clear oversight of compliance performance and an overview of the corrective actions put in place where the need for improvement was identified.
- 3.5 The Building Safety Scorecard (attached at Appendix 1) shows performance up to the end of December 2025. We are in the final stages of implementing our new Compliance Management System, C365 alongside the Building Safety Scorecard. C365 is now fully live for Lifts, Water Hygiene, Electric, Fire Risk Assessments, Asbestos and is currently being onboarded for Gas.
- 3.6 The Building Safety Scorecard is currently being reviewed and updated to improve the reporting format. The revised version will be presented at the next Board meeting in May 2026 and will also be used for the new Committee meetings going forward.
- 3.7 This report covering Building Safety performance is a standard agenda item for Audit & Risk Committee and Customer Services Committee consideration from a risk perspective.

4. Current Position/ Issues for Consideration

- 4.1 The performance figures month on month continue to show that what we have implemented is working, but also acknowledging that where we have concerns, we need to fully understand these (damp and mould) and are taking appropriate actions to address them as described below.
- 4.2 **Fire** safety compliance maintains a strong position albeit with a slight drop in compliance this month with the Fire Risk Assessment (FRA) programme to retain 99.53% compliance relating to 1 overdue site, since the report was compiled this has now been completed. Outstanding remedial tasks have significantly improved with numbers reducing to zero on all high, medium, low and in-plan actions. Any actions requiring major investment are planned through an agreed programme and any fire strategy mitigations agreed with South Yorkshire Fire Service to ensure that the property remains safe. This does not mean the action is lost, rather it is planned into our programmes of work due to its particular nature, allocated budget and delivered in line with the Building Safety Regulator.

All actions are being built into a range of formal work plans. All formal work plans have been built based on the risk of the building and of the action, and we are in the process of implementing a section within our compliance management system, C365 to ensure all actions are recorded.

- 4.3 **Electrical** compliance has improved from August position, with 10-year electrical compliance at 99.97% (5 condition reports outstanding). With 5-year compliance fluctuating to 99.34% (119 condition reports outstanding).

We have prioritised those properties that are outside the 10-year EICR non-compliance window. We are working with BMBC's Legal Team who have developed a hard-hitting leaflet and letter; these have been delivered to all the properties currently outstanding on the 10-year programme. We have been successful in obtaining injunction hearings to 14 properties allowing us to gain access and carry out an overdue electrical inspection condition report.

- 4.4 **Asbestos** compliance is currently at 100%; the Asbestos Control officer has now been using the mobile worker app within C365 to carry out re-inspections. The system is proving beneficial and is allowing the Asbestos Control Officer to carry out reinspection's when required.

The revised Asbestos Management Plan has been signed off by EMT on 27/01/2026. This will help to strengthen compliance, improve data integrity, and update processes, in line with current guidance and industry best practice.

The monthly asbestos safety data check calculation completed in December 25 has led to a review of the number of dwellings included in the TSM calculation. The overall compliance remains at 100%, while the number of dwellings included in the calculation increased from 883 to 3155.

- 4.5 **Gas** compliance is currently at 100%. With no properties currently overdue
- 4.6 **Water Hygiene** Legionella Risk Assessments (LRAs) for non-domestic properties is at 100% with the list being continuously updated. The "Other" category (Housing Shops) has 30 outstanding. The Compliance Officer continues to work with BMBC to encourage tenants of the Housing Shops to carry out LRAs or to agree for Berneslai Homes to complete them.
- 4.7 Performance relating to **Lifts** remains an area of focus, with an improvement of overall compliance currently at 98.04%, (13 appliances outstanding). Our compliance for passenger/platform lifts is at 100% and all out-of-compliance lifts and hoists are domestic. 7 of the outstanding appliances services can't be carried out due to being within a void property and once the property is re-let the decision will be made if the stairlifts will be kept or removed. The Lifts Compliance Officer continues to work with the Neighbourhood teams to resolve this as the legal channels available for gas compliance cannot currently be used for lifts.
- 4.8 **Damp & Mould** – At the end of December 2025, there has been 90.23% compliance on all emergency hazard removal. Damp and mould surveys completed within 10 days target achieved 63.52% compliance, this is mainly due to an increase in the number of damp and mould survey appointments and training new/agency surveyors. To strengthen compliance, EMT/BMBC approved that the existing 2 agency damp and mould surveyor roles and 1 agency damp and mould coordinator role to become permanent.
- 4.9. A temporary process has been put in place for period December 25 – March 26, whilst we have been recruiting the additional damp and mould surveyors and one coordinator resource. The temporary process involves a damp and mould treatment to eliminate the mould hazard at first point of call, followed up by a survey appointment.

- 4.10 Damp and mould related complaints have seen a slight increase from 18 during quarter 2, to 21 at the end of quarter 3. Of these, 11 were Stage1 and Stage 2 complaints which got closed during the month.
- 4.11 Damp and Mould Data Management reporting is done using Power BI which provides a good platform for day to day performance case management. New processes have also been set up to record each damp and mould case from when the damp and mould was initially reported, linking to the inspections raised and completed, and the relevant follow on safety work orders and post inspection quality assurance. We recognise that further work is required to develop the accuracy of inspection data and adopt a proactive approach through tracking repeat damp and mould cases, properties archetype that are prologued to damp and mould, vulnerable customers linking to fuel poverty.
- 4.12 There are regular meetings with the Contact Call Centre Manager to help monitor the new Awaab's Law process implementation at the first point of customer contact. Swift actions are being implemented as part of ongoing process review.
- 4.13 KPI's specific to Awaab's law have been incorporated into the Building Safety Scorecard which are being monitored and reported on monthly with effect as from November 25. The new KPIs are summarised as follows:
- Number of 24-hour hazard removals completed on time.
 - Number of inspections raised during the month.
 - Number of inspections attended within 10 working days.
 - Number of inspections Summaries issued within 3 days.
- 4.14 The new Damp and Mould policy has been added onto Berneslai Homes' website to ensure transparency and customers are kept informed on all areas of regulatory compliance.
- 4.15 Over 150 front line colleagues have completed Damp and Mould training during October – December 25.
- 4.16 Damp Mould and Condensation Task and Finish Group meets quarterly to review performance across the service including Tenant Satisfaction Measures and feed-back. Key areas of focus include conducting detailed process reviews to ensure efficiency and compliance, identifying opportunities for improvement and sharing best practice. The group also works collaboratively with external partners, including BMBC and NHS, to streamline referral routes for the most vulnerable tenants, ensuring timely support and intervention. In addition, fortnightly partner meetings are held to ensure collaborative working and best practice and reviewing cases where access has been an issue, helping to reduce delays, improve outcomes and minimise possible complaints. This proactive approach strengthens governance, enhances service delivery and maintains tenant safety as a top priority.
- 4.17 **Stock Condition Surveys** - Pennington Choices (PC) commenced on site in Sep 25 and have fallen below their commitment to deliver 3,600 stock condition surveys (SCS) within 2025/26, with delivery of 440 full SCS against an expected outturn of 1794 (at end Dec 25). Despite reassurances on resourcing, we have appointed ARCUS Consulting through a compliant framework to deliver 1,000 SCS by year end, while Pennington Choices will continue progressing the remaining previously no-access properties.

- 4.18 Based on both contractors' forecasts, 2,900 assets should be delivered by year end with either a full or partial survey; and all assets in the portfolio that were previously no access should have at least some survey. This figure is based on ARCUS projecting a 1,000 delivery and PC a 1,900 delivery by year end. It is noted that PC performance may be adversely affected pending the delegated decision by EMT in Jan 26, though we would expect relations and delivery to remain positive.
- 4.19 **Disrepair** - Berneslai Homes continues to see a year-on-year rise in disrepair claims, driven by increasing tenant awareness, targeted activity from claimant solicitors, and the growing complexity of cases linked to damp, mould and building condition issues. These claims require significant resources to investigate, respond to and resolve, often involving multiple inspections, legal input, and works to ensure compliance with the Pre Action Protocol for Housing Condition Claims. As a result, the financial impact is substantial, with individual cases incurring legal fees, compensation payments and repair costs that cumulatively place pressure on the Housing Revenue Account. This increase in volume and cost underlines the need for dedicated and sufficient budget allocation to effectively manage disrepair liabilities, meet statutory duties, and safeguard service standards for tenants. Mitigation actions have been put in place to deal with early stages interventions and strengthen the pre-action action protocol process. This includes:
- Strengthen early identification and prevention:
 - Strengthen communication and Case Handling for Complex Cases
 - Build Disrepair Team Capacity
 - Improve Data Diagnostic and Case Tracking
 - Strengthen Legal Readiness and Avoid Litigation
 - Improve Tenant Awareness, Education and Engagement
 - Ensure Awaab's Law Readiness
 - Budgeting and Financial Risk Management
 - Strengthen Quality Assurance and Independent Audit

5. Customer Voice/Impact

- 5.1 This is operational/compliance information generated internally to ensure we meet our legal obligations and as such does not require direct input from tenants. However, the implications on tenants of this data (from a health, safety, wellbeing and security perspective) are very significant.
- 5.2 We are currently assessing the requirements of transactional satisfaction, the questions and frequency and in the coming months we will be able to report on tenant satisfaction relating to damp and mould related work orders.
- 5.3 Improvements over the coming months include: complaint volumes/themes for damp & mould, satisfaction (if available), no access rate and repeat no access, and number of vulnerable/complex cases escalated and resolved.

6. Risk and Risk Appetite

6.1

Operational/ Strategic Risk Type	Name	Risk Appetite	How will we Mitigate the risk
Strategic	Failure to meet increasing and changing regulatory requirements	Averse	Through robust compliance management
Strategic	Failure to maintain and update stock condition data	Averse	Through regular stock condition surveys, data cleaning and validation exercises.
Operational	Building Safety & Fire Safety – Compliance with legislation	Cautious	Through robust compliance management
Operational	Damp and Mould – Awaab’s Law Compliance	Averse	Mobilise additional surveyors/coordinators; tighten triage and escalation NEC logging improvements; Power BI development; interim controls No Access – Keep up to date record of access attempts in NEC; escalation pathway and communications Prioritise vulnerable customers: strengthen triaging process, standardise booking and data capture – Berneslai Homes one team approach.

7. Strategic Alignment

7.1. In line with Barnsley 2030, Building Safety Compliance is a good indicator of how we communicate with and listen to our tenants to ensure we comply with current legislation and keep them safe in their homes.

8. Data Privacy

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

9. Consumer Regulatory Standards

9.1 Building Safety Compliance falls under the current RSH Consumer Standards:

Safety & Quality Standard.

9.2 The Safety & Quality standard outlines required outcomes, those most relevant to repair and maintenance activities. Registered providers must provide an effective, efficient, and timely repair maintenance and planned improvements service for the homes and communal areas for which they are responsible.

9.3 There are specific expectations of registered providers in relation to repairs maintenance and planned improvements as follows:

- Registered providers must enable repairs and maintenance issues to be reported easily.
- Registered providers must set timescales for the completion of repairs, maintenance and planned improvements, clearly communicate them to tenants and take appropriate steps to deliver them.
- Registered providers must keep tenants informed about repairs, maintenance and planned improvements to their homes with clear and timely communication.
- Registered providers must understand and fulfil their maintenance responsibilities in respect of communal areas.
- Registered providers must ensure that the delivery of repairs, maintenance and planned improvements to homes and communal areas is informed by the needs of tenants and provide value for money.

Transparency, Influence & Accountability Standard

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

10. Other Statutory/Regulatory Compliance

10.1 There are varying sets of applicable legislation for each area of building safety compliance, all of which are outlined within our corporate policy documentation which have been refreshed, reviewed and approved by Board in September 2024.

11. Financial

11.1 Building Safety Compliance budgets are set and agreed annually between BH and BMBC backed with Cabinet approval within the full HRA. All work is completed under the tendered rates within the PRIP contract that inflate in line with CPI annually. There is robust monthly financial monitoring and reporting to all key stakeholders demonstrating VFM.

- 11.2 Since Awaab's Law launch on the 27th October 25, there has been a requirement for increasing the damp and mould surveyor and co-ordinator resource to meet the requirements and comply with the mandatory response times. This has subsequently led to a budget allocation from the existing 2025/26 HRA damp and mould budget envelope for recruiting an additional 2 damp and mould surveyors and 1 co-ordinator resource.
- 11.3 A business case was submitted to BMBC for an additional budget allocation to increase the permanent Damp and Mould resource with effect from 2026/27 onwards. This has been agreed in the HRA budget for 2026/27.
12. Human Resources and Equality. Diversity and Inclusion
- 12.1 The report will have no impact on staff capacity, skills, Unions and it has no positive or negative considerations and impact in relation to EDI.
13. Sustainability Implications
- 13.1 The report will have no impact on the net zero agenda and our Sustainability Strategy.
14. Associated Background Papers
- 14.1 None.
15. Appendices
- 15.1 Appendix 1- Building Safety Scorecard – December 2025.
16. Glossary
- 16.1 CO – Carbon Monoxide.
TSM – Tenant Satisfaction Measures.
FRA – Fire Risk Assessment.
BPS – Barnsley Property Services.
BMBC – Barnsley Metropolitan Borough Council.
FM – Facilities Management.
DMC – Damp, Mould & Condensation.
C365 – IT System.
LRA – Legionella Risk Assessment.
RSH – Regulator of Social Housing.
BH – Berneslai Homes.
HRA – Housing Revenue Account.
PRIP – Property Repairs & Improvement Contract.
VFM – Value for Money.
CPI – Consumer Price Index.
EDI – Equality, Diversity & Inclusion.

DATE REPORT RUN	Creating GREAT Homes & Communities for the People of Barnsley								<h1 style="color: red; text-align: center;">BUILDING SAFETY SCORECARD</h1> 			
TOTAL ASSET NUMBERS	Domestic Properties		Non-Domestic Properties		Other		Traveller site / Queens House					
	17,810		766		35		44					
COMPLIANCE AREA	In Date / Compliant	Expired / Non-Compliant	In Date / Compliant	Expired / Non-Compliant	In Date / Compliant	Expired / Non-Compliant	In Date / Compliant	Expired / Non-Compliant	Data Source	Copy Provided	% Compliant	NARRATIVE - 1) Current Position, 2) Corrective Action Required, 3) Anticipated Impact of Corrective Action, 4) Progress with Completion Follow up Works
TENANT SATISFACTION MEASURES												
BS01: Gas safety checks	16,758	0							Spreadsheet		100.00%	
BS02: Fire safety checks	1,023	6							Spreadsheet		99.42%	Overall dwelling numbers increased by 2 following buy back of flats within blocks. One FRA (AF6602BB - 7 - 12 Cawthorne Close) has expired, which relates to 6 dwellings. This is due to a historical error with the renewal date that has been identified during the QA process. Measures have been implemented to rectify this asap, and further checks have been undertaken to ensure no similar errors have occurred.
BS03: Asbestos safety checks	3,155	0							Spreadsheet		100.00%	Following a detailed review of the TSM BS03: Asbestos Safety Checks calculation by the Fire and Asbestos Compliance Manager, it was identified that not all dwellings were being captured. While this has not affected the overall compliance percentage (it remains 100%), it has resulted in an increase in the total number of dwellings included.
BS04: Water safety checks	887	0							Spreadsheet		100.00%	
BS05: Lift safety checks	409	0							Spreadsheet		100.00%	
FIRE SAFETY - Fire Risk Assessment (FRA) PROGRAMME												
Assets on Programme			212	1	0	0			Spreadsheet		99.53%	One FRA (AF6602BB - 7 - 12 Cawthorne Close) has expired. This is due to a historical error with the renewal date that has been identified during the QA process. Measures have been implemented to rectify this asap, and further checks have been undertaken to ensure no similar errors have occurred.
Assets NOT on Programme			502		34							
FIRE SAFETY - REMEDIAL ACTIONS												
Immediate Action Required			0	0	0	0			Spreadsheet/C365			
High (2 month)			0	0	0	0			Spreadsheet/C365			
Medium (6 months)			0	0	0	0			Spreadsheet/C365			
Low (12 months)			0	0	0	0			Spreadsheet/C365			
In plan works - High			0	0	0	0			Spreadsheet/C365			
In plan works - Medium			0	0	0	0			Spreadsheet/C365			
In plan works - Low			0	0	0	0			Spreadsheet/C365			
All Fire Actions			0	0	0	0						
FIRE SAFETY - EQUIPMENT SERVICING & MAINTENANCE												
Fire Detection & Warning			120	0					Spreadsheet		100.00%	There are 2 premises where the emergency lighting maintenance is outstanding, we are working with BPS to get these completed as soon as possible. There are 3 flat entrance fire door inspections outstanding due to access issues of which are we are working with scheme managers to get access.
Emergency Lighting			113	2					Spreadsheet		98.26%	
Fire Extinguishers			306	0					Spreadsheet		100.00%	
Smoke Vents			4	0					Spreadsheet		100.00%	
Fire Blankets			48	0					Spreadsheet		100.00%	
Communal Fire Door Inspections			574	0					PIMMS		100.00%	
Flat Entrance Fire Door inspections			965	3					PIMMS		99.69%	
All Fire Actions			2136	5							99.77%	
FIRE SAFETY - FIRES REPORTED (CUMULATIVE)												
Total number of fires reported within reporting year	33								Spreadsheet		incidents	
FIRE SAFETY - PROPERTIES WITH SMOKE / CO ALARMS FITTED												
Assets on Programme	17,776	34									99.81%	
Assets NOT on Programme	0											
DAMP AND MOULD - REPAIR REQUESTS												
Emergency hazards made safe ≤24h	120	13							NEC		90.23%	
Significant hazards investigated ≤10 days	249	143							NEC		63.52%	

Safety works initiated ≤5 days	13	0							NEC		100.00%	PSRT: 164 raised, 7 cancelled, 143 completed, 14 open. Wates: 81 raised, 0 cancelled, 69 completed, 12 open. 0 new HHSRS notifications received.
Inspection summaries issued ≤3 days	213	1							NEC		99.53%	
Works not started on site within 12 weeks (complex cases)	0	0							NEC		100.00%	
HHSRS (CAT1/2) damp / mould risks identified in month		0							Spreadsheet		0.00%	
DAMP AND MOULD - COMPLAINTS												
Closed stage 1 complaints		13							Customer Services		0.07%	
Closed stage 2 complaints		1							Customer Services		0.01%	
Total		14							Customer Services		0.08%	
DISREPAIR CLAIMS												
Total live claims (cum in yr)		118							Spreadsheet		0.66%	A review of all disrepair cases has been carried following Lucy Levitt being in post. This has been carried out jointly with the records that our acting solicitor holds.
Total live claims relating to damp and mould (cum in yr)		105							Spreadsheet		0.59%	
ELECTRICAL SAFETY - Electrical Installation Condition Report (EICR) PROGRAMME < 10 years and < 5 years												
Assets on Programme with an in date EICR <10 years	17,773	5					44	0	Workbooks		99.97%	All 5 outstanding properties on the 10 year cycle are because of property condition. Little progress is being made with these tenants. Additional staff is being resourced to help with current backlog of completed EICR. This staff is required to sign off the certificates by the Qualified Supervisor.
Assets on Programme	17,778						44					
Assets on Programme with an in date EICR <5 yrs	17,663	115	221	4			44	0	Workbooks		99.34%	We are looking at revising the plan to complete current outstanding EICR. Three of the four are boilerhouses which cannot be powered off to complete the testing at this time of year.
Assets on Programme	17,778		225				44					
C-1	0	0	0	0			0	0	Spreadsheet			All orders are raised to complete non-compliant remedial work.
C-2	18	83	2	0			0	0	Spreadsheet			
GAS SERVICING												
Assets on Programme	15,911	0	4	0	51	0			Spreadsheet		100.00%	
Assets NOT on Programme	17,810		760		0							
COMMERCIAL GAS REMEDIALS												
All commercial gas remedials					0	0					100.00%	
DOMESTIC PROPERTIES (Without Gas)												
Assets on Programme	687	0							Partners		100.00%	
Voids Capped												
No. of Voids Capped in Month within 24 hrs of Becoming Void	90	0							Partners		100.00%	
No of Tenanted Homes Capped [monitoring metric only] long term capped off												
No of Tenanted Homes Capped [monitoring metric only]	171								Partners			
Solid Fuel												
Homes on the Programme	95	0							Spreadsheet		100.00%	
Asbestos												
Assets on Programme			531	0	25	0	1	0	PIMSS/Spreadsheet		100.00%	
Assets NOT on Programme			279		9		43					
WATER HYGIENE: Legionella risk assessments												
Assets on Programme	16627	99	59	0	3	30	0	0	Spreadsheet, C365		99.23%	Domestic LRAs - List is being continuously updated. Risk Assessments to be completed with heating service where possible. Other Housing Shops - Compliance officer working with BMBC to encourage tenants to carry out LRAs - Leaflets designed to send out waiting for BH website to be updated for QR code. NON-Domestic LRAs - all compliant
Assets NOT on Programme												
WATER HYGIENE: Inspection checks												
Flushing			172	38					C365		81.90%	Weekly flushing - 38 uncompliant due to buildings not open over Xmas period W/C 29/12/2025 and operatives unavailable - to be fully recovered W/C 05/01/2026
Temperatures			58	0					C365		100.00%	
Annual monitoring			59	0					C365		100.00%	
			289	38							88.38%	
WATER HYGIENE												
High (1 month)	0	0	0	0								
Medium (3 months)	0	0	0	0								
Low (6 months)	0	0	1	0					SAP/NEC/Spreadsheet			
All Actions	0	0	1	0								

SERVICE & MAINTENANCE CHECKS												
Passenger Lifts(14) / Platform lifts (6)	20	0							Engineers sheets/C365		100.00%	all compliant
Passenger Lifts Insurance Inspections (20 lifts - 6 monthly inspections)	20	0							HSB Portal/C365		100.00%	all compliant
Stairlifts	470	6							Engineers sheets		98.74%	6 non-compliant - 4 VOID, 2 no access
Steplifts	1	0							Engineers sheets		100.00%	all compliant
Throughfloor lifts (TFL)	33	2							Engineers sheets		94.29%	2 non-compliant VOID
Hoists	106	5							Engineers sheets		95.50%	5 non-compliant - 4 to be removed, 1 VOID
All	650	13									98.04%	
SUMP PUMP CHECKS												
Sump Pump Checks	52	15									77.61%	
STOCK CONDITION AND ENERGY EFFICIENCY												
SCS	689	3562							Spreadsheet		16.21%	Contractor delivery has fallen below expectations, and further action will be undertaken to consider the longevity of the contract. Another contractor has been appointed to support in delivery of additional numbers towards the annual target. The reported figure breaks down to 440 assets with a full stock condition survey and 249 assets with an external stock condition survey only (delivered following at least 2x no access site visits).
EPC	515	1800							NEC/C365		22.25%	As line prior.
HHSRS (in year programme)	16	16							NEC		50.00%	Work by the R&M is underway to access and ensure these assets are made safe.
DECENT HOMES STANDARD												
DHS Surveys in Qtr (last)	17,567	243							Spreadsheet		98.64%	
DHS Remedial Works	6	13							Spreadsheet		31.58%	sought.
DHS Planned Works	0	5							Spreadsheet		0.00%	Orders rasied are: chimney re-build and kitchen/bathroom works required in year.



Creating great homes and communities
with the people of Barnsley

Report Title	BH Sustainability Strategy 2022-27 action plan progress review	Confidential	No
Report Author	Mandy Smith Assets & Sustainability Manager	Report Status	For Information
Report To	Board 19th February 2026	Officer Contact Details	mandysmith@berneslaihomes.co.uk

1. Executive Summary	<p>The Sustainability Strategy approved by the Board in September 2022 remains valid, relevant and aligned to both Council ambition and national policy. Despite a period of regulatory change, market disruption and a deliberate pause in EPC delivery during 2024/25 to mitigate wider Housing Revenue Account risks, the organisation has made material and credible progress, particularly in strengthening asset intelligence, governance and strategic readiness.</p> <p>The most significant improvement since the Strategy was approved has been the move from partial to near-complete understanding of the energy performance of the housing stock. EPC coverage has increased from around 20% in 2022/23 to approximately 87% by the end of 2024/25. This improvement, supported by the implementation of the SAVA intelligent energy modelling system, means the organisation now has a far more robust and defensible baseline from which to plan future investment and delivery.</p> <p>Alongside this, a number of retrofit, solar and pilot programmes have been delivered or progressed, providing practical learning and confidence that improvement works can be undertaken, even in a challenging market. Over 3,000 homes have moved from below EPC C to EPC C or above since 2022/23, representing tangible progress against the Strategy’s objectives.</p>
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	<p>However, the Board should be aware that while strategic readiness has improved significantly, delivery risk has not been removed. Revised MEES requirements now introduce a statutory compliance deadline of 2030, with delivery likely to be more compressed than originally planned. There is not yet a fully funded, approved delivery programme in place to achieve EPC C across the full stock, and this remains the most material area of risk requiring ongoing oversight.</p>
<p>2. Recommendation</p>	<p>1. The Board is asked to note the progress reported and the current risk position.</p>

3. Background

- 3.1 This report provides the Board with an annual update on progress against the Sustainability Strategy 2022–27, alongside assurance on current compliance position, emerging risks and readiness to meet revised Minimum Energy Efficiency Standards (MEES). The report is intended to give confidence that the organisation understands both the scale of the challenge ahead and the actions required to meet it, while being transparent about the remaining risks and dependencies.
- 3.2 Since the Strategy was approved, the national policy environment has shifted materially. The previous expectation that landlords should work towards EPC C by 2035 has been replaced by a statutory requirement for all social rented homes to meet EPC C by 2030, using newly reformed EPC metrics. This change increases both the urgency and complexity of delivery, particularly given the introduction of a dual-metric approach to compliance.
- 3.3 In parallel, the Council and Berneslai Homes took a conscious decision in 2024 to pause elements of EPC delivery for a period of twelve months. This decision was taken in response to wider financial and operational risks within the HRA and was intended to allow those risks to be stabilised while improving the quality of underlying asset data. During this period, effort was redirected towards completing EPC surveys, implementing new systems and developing a clearer understanding of cost, feasibility and sequencing.
- 3.4 As a result, while physical delivery slowed temporarily, the organisation is now in a far stronger position to plan delivery with confidence and transparency.

4. Progress against the Sustainability Strategy

- 4.1 Progress against the Strategy’s success measures has been positive overall and demonstrates that activity has been purposeful rather than symbolic. Retrofit pilot schemes have been completed or progressed, albeit at a smaller scale than originally anticipated due to external supply-chain challenges and market exits. These pilots have nonetheless provided valuable learning on delivery models, resident engagement and contractor capability.

- 4.2 The solar PV programme delivered in partnership with the Council has continued to progress, with over 500 installations completed to date and further installations planned. EPC task-and-finish activity and integration with wider planned investment programmes have also contributed to steady improvement in stock performance.
- 4.3 Importantly, the implementation of SAVA and the NEC Asset Management module represents a step change in organisational capability. These systems allow the organisation to move beyond high-level assumptions and towards evidence-led planning, enabling a clearer understanding of where investment will deliver the greatest benefit for tenants and value for money for the HRA.

5. Current EPC position and forward trajectory

- 5.1 Based on the most recent data, approximately 44% of the housing stock is now at EPC C or above, with around 50% at EPC D and 6% at EPC E or F. The EPC D cohort represents the greatest opportunity for improvement but also the most significant delivery challenge, as the feasibility and cost of improvement will vary significantly by property type.
- 5.2 Modelling using SAVA indicates that the gross cost of bringing all homes to EPC C is in the region of £44 million, reducing to approximately £39 million once investment already included within the 30-year business plan is excluded. These figures provide a far more reliable baseline than was previously available and will inform future funding and delivery decisions.
- 5.3 Targets for improvement have been reset following the pause in delivery. While progress towards earlier annual targets was narrowly missed, this reflects deliberate risk management rather than underperformance. The remaining period to 2030 will require an accelerated and sustained rate of delivery, which will need to be supported by clear funding decisions and delivery planning.
- 5.4 Overall, the Sustainability Strategy remains on track in strategic terms, with good progress made in strengthening the foundations required for successful delivery. The organisation now has a much clearer understanding of its stock, its exposure and the scale of investment required to meet future obligations.
- 5.5 The Board can take assurance that progress to date has been meaningful and that risks are understood and openly reported. However, the next phase of work will be critical and will require continued Board engagement as delivery strategies, funding profiles and investment decisions are brought forward over the coming period.

6. Financial

- 6.1 As part of the 2026/27 HRA budget-setting process in collaboration with the Council, it was determined to prioritise the inclusion of the indicative budget requirement for EPC C investment within the financial plan, commencing from 2027/28 and distributed across a four-year period. Berneslai Homes will now begin developing an agreed-upon delivery strategy, which will be submitted to stakeholders for approval.

7. Strategic Alignment

- 7.1 The Sustainability Strategy aligns with Berneslai Homes Strategic Plan and ambitions of “Zero Carbon”. It supports the councils 2030 vision and the key theme of a sustainable Barnsley and its aims, to reduce carbon emissions of the council and borough wide.

8. Data Privacy

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

9. Consumer Regulatory Standards

- 9.1 In line with the Regulator for Social Housing Safety and Quality Consumer Standard, Berneslai Homes on behalf of the Council is required to ensure that homes are good quality, well maintained and safe under their responsibility and meet the standard set out in the Government’s Decent Homes Guidance. The Sustainability Strategy will only serve to improve the council housing stock, increasing energy efficiency, reducing carbon emissions and alleviating the effects of fuel poverty to our customers through our agreed approach.

10. Other Statutory/Regulatory Compliance

- 10.1 The Councils ambition is Berneslai Homes will become net zero by 2045, or earlier if possible, and the government had set a target for social housing providers to attain a minimum rating of Energy Performance Certificate (EPC) C for homes by 2035 (2030 for “fuel poor” households). This target has been superseded by Minimum Energy Efficiency Standards (MEES) all social rented homes must meet EPC band C using new, reformed metrics) by 2030. The Sustainability Strategy provides a roadmap for improving the energy of the housing stock to achieving local and national targets.

11. Risks

- 11.1 The nature of risk within the Sustainability Strategy has evolved. The most significant risks are no longer related to data quality or strategic direction, both of which have improved substantially. Instead, risk is now concentrated around pace, funding and capacity to deliver at scale within a compressed regulatory timeframe.
- 11.2 The absence of a fully funded, approved EPC C delivery programme represents a known and acknowledged risk. Mitigation is underway through the inclusion of indicative EPC investment within future HRA planning, continued pursuit of external funding opportunities such as the Warm Homes Social Housing Fund, and the development of a clear delivery strategy to be brought forward for approval.
- 11.3 Governance arrangements remain appropriate, with regular EMT oversight and clear reporting lines. Customer engagement arrangements are embedded and continue to support equitable delivery and reasonable adjustments.

12. Appendices

12.1 Appendix A – BH Sustainability Strategy action plan

Appendix A

Sustainability Strategy 2021 – 2031 Action Tracking

Ref no.	Success Measures	Update	Status
	Success Measures 2022/23		
1.0	Deliver LAD2 and SHDF Wave 1 “Retrofit” programmes to approx. 250 Council Homes	LAD2 delivered “retrofit” to 32 Council Homes. SHDF wave 1 is estimated to deliver “retrofit” to a further 70 Council Homes. The delivery window for SHDF wave 1 was extended to November 2023.	Complete November 2023
1.1	Work with the Council on SHDF Wave 2 bid submission for funding for further retrofit programmes	Successful as part of Tees Valley Combined Authority Consortium. “Retrofit” to 148 Council Homes delivery window will run to 30 th September 2025	Complete March 2023
1.2	Berneslai Homes sign up to the Councils Affordable Warmth Charter	Signed December 2022. By signing up to the charter we’ve made a pledge using one or more of the five key priorities: <ul style="list-style-type: none"> • Energy efficient homes • Affordable energy • Employment, education and skills • Partnership working • Low carbon commitments 	Complete January 2023
1.3	Consult with our Tenants Voice Panel to understand the approach to future decarbonisation	Solar battery project Age UK October 22 EPC C target approach and discussion around Energy Performance rating and stand-alone fires having a detrimental effect February 23 Net Zero Measures Demonstrator Tour – Broadacres retrofitted home attended by 2 Tenants Voice Panel members April 23	Complete April 2023

Ref no.	Success Measures	Update	Status
1.4	Complete Retrofit Pilot with Construction Services and Wates	Construction Services completed their Retrofit Pilot at Roper Lane December 2023. Wates will deliver “retrofit” alongside Barnsley Homes Standard works to 20 properties in Wombwell. Supply chain difficulties securing window installer to satisfy PAS 2030. Works completed to 12 properties April 2025.	Complete April 2025
1.5	Construction Services to be accredited to PAS2030	Construction Services to continue the process to gain PAS2030 accreditation using Roper Lane Swedish timber constructed properties to gain experience and required evidence works completed 28 June 2024. Accredited for loft and floor insulation July 2024. Looking to add external wall insulation and internal wall insulation.	Complete July 2024
1.6	Carbon Literacy eLearning to be completed by staff	Carbon Literacy eLearning completed by 131 staff as at 2025. On-going as part of induction process and renewed every 3 years	Complete December 2022
1.7	Green upskilling of staff	Several members of Berneslai Homes Asset Management completed level 2 Award in Understanding Domestic Retrofit, Level 2 Sustainability and the green environment, Level 2 Carbon Awareness and Energy Management, Level 3 Domestic Retrofit Advisor, Level 3 Award in Energy Efficiency for Older and Traditional Buildings, Level 3 Award in Retrofit Advice and Domestic Energy Assessor (as a pathway to level 4 award in Retrofit Assessment). A member of Tenants Voice Panel also completed Level 2 Award in Understanding	Ongoing July 2024

Ref no.	Success Measures	Update	Status
		Domestic Retrofit. Construction Services are also upskilling staff to meet the necessary qualification standard as required for PAS2030 accreditation.	
1.8	Review Voids Standard to increase energy efficiency of homes through suitable measures	Lead Officer Head of RMBS. Energy wish list shared for consideration when creating the revised standard. Awaiting Savills data from PRIP review before finalising approach. Once agreed will go out for pricing. Works to be listed individually to enable compare. Part of the PRIP review. In the meantime, a change to the void standard to remove secondary heating is planned.	Commenced March 2026
1.9	Collaborate with Council in its Tiny Forests Tree planting initiatives	Asset Management team away day tree planting with BMBC November 2022 included 11 large trees planted along with a litter pick of the park at Thurnscoe park. 600 saplings will be a thriving Tiny Forest within just a few years which have been planted at Goldthorpe.	Completed November 2022
1.10	Liaise with Wates to plant 500 trees	Wates have planted 2820 trees since 2022 to date.	Completed August 2024
1.11	Partner with the Council and Energise Barnsley to install 1000 Solar PV systems to Council Homes	Council leading on contract with Berneslai Homes leading on the operational delivery. Installation programme commenced August 2024. Achieved 500 th install October 2025. Slow acceleration of the programme is due to the time it's taking for Northern Power Grid to reply to connection requests and the conditions applied to the connections.	Commenced Completion by March 2026

Ref no.	Success Measures	Update	Status
1.12	Continue to network and share best practice	A Zero Carbon and Sustainability Task Group was originally formed, meeting regularly to discuss technological developments and share best practice for potential adoption. This group was replaced by the Retrofit Task Group, which operated from June to November 2024, before being discontinued when the Council announced plans to establish its own Retrofit group, to which Berneslai Homes would contribute. Additionally, the organisation is an active member of the Yorkshire and Humberside Housing Association Sustainability Forum, the Positive Climate Partnership, and the Affordable Warmth Charter.	Complete July 2024 ongoing
Success Measures 2023/24		Update	Status
2.0	EPC C task and finish group established with its own action plan including 20 properties to receive retrofit works alongside Barnsley Homes Standard works as part of Wombwell 23/24 scheme	Wates will deliver "retrofit" alongside Barnsley Homes Standard works to 20 properties in Wombwell completion date. Supply chain difficulties securing window installer to satisfy PAS 2030. Works completed to 12 properties April 2025.	Completed April 2025
2.1	Investigating possible amendments to secondary heating specification (gas and electric fires).	Report approved by EMT March 24 for phased removal or secondary heating. Needs to be incorporated in void standard as a starting point. Low numbers of secondary heating removals are taking place as part SHDF wave 2.1 scheme	Completed Report approved March 2024
2.2	Explore with Council SHDF wave 2.2 expected October 2023	Not eligible to bid for wave 2.2 as successful at wave 2.1	Completed Nov 2023

Ref no.	Success Measures	Update	Status
2.3	Deliver SHDF Wave 2.1 "Retrofit programmes to approx. 150 Council Homes	Commenced – Revised number down to 130 due to increased costs 2-year programme completion March 25. 56 properties completed works scaled down further due to OVO energy solutions closing their retrofit operations December 2024.	Completed December 2024
Success Measure 2024/25			
3.0	Implement SAVA as part of NEC Repairs First transformation project	Will provide intelligent energy modelling of stock. Commenced September 2024 estimated completed December 2024	Completed December 2024
3.1	Corporate and fleet services moving from Carlton.	Due to the change in approach to the DLO operating model a refreshed GHG assessment is required by the Council to cover Berneslai Homes links to 4.5 and 4.9. Anticipated completion April 2026.	Commenced
Success Measures 2027			
4.0	100% Energy Performance Certificates (EPC) in place for all Council Homes	Target to have 100% by April 2024. 12,947 as at August 23. 14,415 as at July 24. 15602 87% as at Oct 25. Remaining 13% form part of rolling programme including persistent no access properties.	Commenced
4.1	Successful with 100% funding through SHDF	100% successful bid for SHDF Wave 1 & 2.1 and both successful. Not eligible for Wave 2.2. Wave 3 bid successful.	Commenced
4.2	HRA funded programme to retrofit/decarbonise homes	Working with the Council to develop a fully funded retrofit plan that achieves EPC C 2030 and Net Zero Carbon 2045.	Completed (£10m per year from 2027/28)
4.3	No homes with an EPC lower than 'D' rated	A total of 6% of the stock has an EPC lower than a 'D'.	Ongoing monitoring

Ref no.	Success Measures	Update	Status
4.4	Customer behavioural change to the use of low carbon heating technologies	Ongoing customer engagement to improve customers experiences of ongoing use of low carbon heating technologies i.e. Social Housing Decarbonisation Scheme and Energise Barnsley solar PV scheme.	Ongoing
4.5	Measured reduction of BH corporate green house gas (GHG) emissions	The new proposed site and site management will be overseen by a third-party contractor. Our scope 1 emissions will reduce due to the closure of Carlton Depot, However, our scope 3 emissions will increase due to the contractor working on our behalf. Due to the changes to the DLO operating model a refreshed GHG assessment is required by the Council to cover Berneslai Homes	Commenced September 2026
4.6	Continued partnership working with Council and Energise Barnsley to deliver sustainability initiatives to homes	Worked with Energise Barnsley to explore Northern Power Grid Community Distribution System Operation innovation project	Commenced
4.7	Use of own vehicles to travel to work and mileage claims is reduced by 50%	Work with the Council to agree a collective approach for staff.	Ongoing
4.8	On track for 25% of heating through renewable sources in homes	Updated success measure is to report on all renewable technology and not just heating related. H performance report currently at 14.12%	Commenced
4.9	Construction Services fleet 65% electric vehicles (EV)	BH CS Transport & Depot Manager to develop approach to electric vehicle usage. Projects on-going with aims of reducing overall green house gas emissions through electrification of the fleet but also considering alternative fuel, electric	Ongoing

Ref no.	Success Measures	Update	Status
		vehicle trials, on-street public electric vehicle charging options / located at other BH sites	
	Success Measure 2031		
5.0	Use of own vehicles to travel to work and mileage claims reduced by 50%.	As is 4.7 above	Ongoing
5.1	Fleet 100% electric.	As is 4.9 above	Ongoing
5.2	100% success rate in obtaining Social Housing Decarbonisation Funding up to 2030.	As is 4.1 above. 100% success rate to date for waves eligible to bid for.	Commenced
5.3	100% EPC 'C' for all properties.	Oct 25, 7,904 are C + rated representing 44% of properties. July 24 6,281. August 23, 5,296. Sep 22, 2644.	Ongoing
5.4	HRA business plan 100% funded with additional income for zero carbon work.	As is 4.2 above EPC C indicatively funded within current plan.	TBC
5.5	25% tenant heating replaced with green alternatives – air/ground sourced or hydrogen.	Will form part of the agreed Retrofit Strategy between Berneslai Homes and the Council regarding the replacement to green alternatives	TBC



Minutes of Berneslai Homes Board held 11th December 2025

4.00 p.m.
Gateway Plaza

Present:

Ken Taylor (KT)	-	Chair
Richard Fryer (RF)	-	Board Member (Remote)
Adam Hutchinson (AH)	-	Board Member
Mark Johnson (MJ)	-	Board Member
Gez Morrall (GM)	-	Board Member
Kevin Osborne (KO)	-	Board Member
Jo Sugden (JS)	-	Board Member

In attendance

Amanda Garrard (AGa)	-	CEO
Dave Fullen (DF)	-	Executive Director, Customer & Estate Services
Rachel Taylor (RT)	-	Executive Director, Resources and Company Secretary
Russell Thompson (RTh)	-	Interim Executive Director, Property Services (Remote)
Paul Clifford (PC)	-	Service Director BMBC

Observing

Alison Dalton	Head of Strategic Housing BMBC
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The Chair took the opportunity to congratulate Alison Dalton on her new role and welcomed her to the Board meeting.

	ACTION
<u>Item 1 – Apologies</u>	
Rebecca Mather, David Leech, Board Members	
<u>Item 2 – Declarations of Interest</u>	
None were declared.	

<p><u>Item 3 – Tenants Voice – Ambition Programme – Dylan’s Story</u></p> <p>DF introduced the presentation referring to the Pathways to Work Programme. The video shared one individual’s journey, demonstrating the impact of the programme had on his life.</p> <p>At the conclusion of the presentation Board expressed how fantastic it was to see the progress made. They acknowledged that it was the dedication and excellence of the staff that enabled Dylan to reach this point. Prior to this support he had not been engaging and would not have been able to achieve what he is doing now. Board recognises the time required to break down barriers. They also agreed on the importance of continuing to resource this work in partnership with BMBC. DF confirmed that funding has been secured for the next 2 years, however Board emphasised that a rolling programme is required as uncertainty near contract end dates causes staff concern and prompts them to consider other employment options. PC reiterated the challenges of securing long term funding and stressed that national lobbying will play a key role moving forward.</p> <p>The Chair requested a note of thanks be sent to the team involved and Dylan on behalf of the Board. Appreciation was also extended to the Comms Team for their work in producing the presentation</p> <p>Resolved:</p> <p>The presentation was received</p>	<p>DF</p>
<p><u>Item 4 – CEO Recruitment</u></p> <p>The Chair outlined the comprehensive and thorough recruitment process which also involved Board members JS and RF as well as Matt O’Neill from BMBC. Three high calibre candidates were interviewed, culminating in the appointment of Steve Feast. Steve brings over 20 years of experience. He will commence his role on the 1st April, 2026.</p> <p>Resolved:</p> <p>Board ratified the decision of the Board sub group to appoint Mr Stephen Feast to the position of Berneslai Homes’ Chief Executive</p>	
<p><u>Item 5 – Berneslai Homes Strategic Plan and Annual Business Action Plan for 26/27 and update on actions from the 25/26 Plan Quarter 2</u></p> <p>AGa presented the report, highlighting the key points, beginning with an overview of the process that commenced at the Board Strategic Planning Day in March 2025. Since then extensive engagement has taken place with tenants, staff and BMBC. Based on the feedback received the plan has been simplified to make it more focussed and achievable. The ambitions have been refined into 4 priorities and the success measures have been reviewed and updated accordingly. A significant amount of content has been removed as it related to the business as usual activity.</p>	

The Draft Annual Business action plan sets out a 1 year programme, concentrating on key areas of focus including data, the HRA Savills' report, maximising income, engagement, achieving EPC C, Awaab's Law, the new Asset Management Strategy and Organisational review.

AH emphasised the importance of ensuring alignment with the VFM Strategy at the point of review. MJ noted the risk posed by current recruitment challenges, stressing the need for the plan to adapt accordingly. KO highlighted the importance of transparency, particularly in relation to voids and acquisitions and the need for robust plans to address void performance. He thanked BH for providing the 6 monthly ward level updates to councillors, supporting openness

Resolved:

- **Board approved the Strategic Plan.**
- **Board approved the draft Annual Business Action Plan for the period 1st April 2026 to 31st March 2027 and delegated any minor amendments to the Strategic Plan and Annual Business Action Plan to the Chief Executive, as the plans go through the approval process with BMBC.**
- **Board noted the six monthly update on progress against the Annual Business Action Plan.**

Item 6 – Quarterly Risk Update

RT presented the report which outlines the current risk position and sector wide risk profile. A new risk management system is proposed for implementation on the 1st February. A report was presented and reviewed by EMT and will be discussed at SMT today. An update will be provided to Audit and Risk Committee in January. A session will then be arranged to reassess strategic risks in the light of the challenging and changing environment.

AH questioned the removal of the policies and procedures risk, noting the Board requires assurance around controls and visibility. RT confirmed work is underway on a policy framework/strategic tree, to be presented to Audit and Risk Committee before coming to Board. DF added that the risk information presented during the regulatory inspection was satisfactory. However he will be working with the Head of Strategic Housing conducting a self-assessment against the revised Consumer Standards to ensure policies are up to date.

JS raised concerns about the increasing risk relating to workforce capacity and recruitment to key leadership roles. AGa provided an update on the recruitment to some key roles.

<ul style="list-style-type: none"> • Interim ED Property Services in post, extended to the end of June and working 4 days per week from January 2026. The recruitment process to this role has commenced. • An internal interim arrangement is also in place for the Head of Asset Management, providing a development opportunity. Recruitment to follow in 6 months. • The Head of Estate Management role recruitment will be considered after Christmas. <p>The Chair asked how staff were being supported during the transition period before the new CEO joins. AGa confirmed that recent face to face Leadership Forums have been used to provide updates, with the Heads of Service cascading messages effectively. The Communications Team are ensuring consistent high quality messaging.</p> <p>PC said he welcomed the contingency measures from a Council perspective and requested future reports include mitigations details for each risk.</p> <p>MJ reflected on the organisation’s strong response during the pandemic and asked about future risks. DF expressed disappointment with the government’s Pegasus exercise, noting the limited learning. The Resilience Team will therefore lead a local learning exercise to capture insights and avoid losing corporate learning.</p> <p>AH referred to contingent liability related to the December court case and if there was an update. RT said she had not heard anything but will follow up.</p> <p>Resolved:</p> <p>Board review and comment on the Risk Management Quarterly Update. Review and comment on the Strategic Risks.</p>	<p>RT</p> <p>RT</p>
<p><u>Item 7.1 Q2 Performance Summary</u></p> <p>DF presented the report, already reviewed by Customer Services Committee and highlighted the key points.</p> <p>KPIs – 17 targets were met or exceeded, 10 targets were narrowly missed and 6 targets were not achieved.</p> <p>Key strengths are Building Safety Compliance, Complaint handling response times, proportion of emergency and non-emergency repairs completed in target, rent collection, staff sickness and sustained Call Centre performance.</p> <p>One of the key focus areas is void rent loss and cross divisional working is ongoing to deliver against the Empty Homes Reduction Plan.</p> <p>Not included in the report is the results of the TSM Wave 2 survey. These will be brought to a future Board meeting. Direction of travel is positive with improvements on Wave 1. Of the 12 KPI targets, 6 exceeded target, 5 were</p>	

<p>very narrowly missed and only 1 (ASB handling) was missed, although this has still improved from last year.</p> <p>It was pleasing to report a 5% improvement in satisfaction with the time taken to complete repairs within the target timescale. This is something that BH have invested in, the swing is statistically significant.</p> <p>AH felt it would be helpful if Board were involved more in the target setting process and questioned if there was an opportunity. Board to be involved in company KPI's in future years noting that many are set by BMBC.</p> <p>RF was pleased to see the improvements in sickness absence, however, pointed out that Paragraph 3.5 suggests Housemark analysis indicates BH performance has declined, with our Peers improving. DF explained our peers are moving at a faster pace, with AGa commenting that perception surveys lag by 18 months and the backlog will have had an impact. If next year shows little progress further action will be required.</p> <p>MJ feels a corner has been turned and performance has improved, therefore we are moving in the right direction with plans in place.</p> <p>Board were pleased with the report but requested that future reports also include numerical values (cash, percentage or both) for void rent loss.</p> <p>Resolved:</p> <ul style="list-style-type: none"> • Board considered quarter two performance. • Where performance targets have not been achieved, Board confirmed they were satisfied with the explanations provided and there are adequate controls and actions in place 	<p>RT</p> <p>DF</p>
<p><u>Item 7.2 – PRIP Performance Q2</u></p> <p>RTh presented the update. Board noted that performance has declined since the last quarter. Changes are being made to the PRIP contract and challenges continue on Empty Homes. Sub contractor use has slightly increased due to void demand. A system issue affecting job closure also needs investigation. With regard to customer satisfaction moving to TSMs this will provide a consistent and clearer understanding of performance.</p> <p>MJ referred to the 3 RIDDORS. RTh advised that these have been reviewed by the Health and Safety Manager and a report considered by EMT found no concerns. RF also queried the disparity in near-miss reporting between PS (none) and Wates (153). RTh said he would investigate and circulate the findings to Board.</p> <p>KO observed the significant difference in the summary of results between Wates (Green) and Property Services (Red). RTh advised that this relates to</p>	<p>RTh</p>

<p>technical issues with job closures and attendance times incorrectly indicating incomplete work.</p> <p>PC questioned the comparability of Wates and Property Services reporting given existing variances. RTh acknowledged some differences and stressed the need for consistency which he is confident can be achieved by year-end. PC reiterated the importance of this.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board considered the Q2 2025/25 PRIP Performance Report update summary report. 2. Where PRIP performance targets have not been achieved, Board was satisfied with the explanations provided and there are adequate controls and actions in place. 3. Board did not identify any areas where they feel more detailed consideration is required by Customer Services Committee on any customer focussed KPIs. 	
<p><u>Item 7.3 – Building Safety Compliance and Disrepair Q2</u></p> <p>RTh presented the update, highlighting the key points.</p> <p>Board were asked to note that 67 out of 73 sump pump checks are now complete. 100% should be achieved by the end of December.</p> <p>JS referenced Awaab’s Law and recommended that the scorecard be reviewed to clearly set out the areas on which the Board requires assurance. Early changes are visible, including an increase in inspections and a reduction in mould washes. The Chair requested an update be presented to February’s Board on Awaab’s Law/Damp Mould and Condensation.</p> <p>RTh highlighted the additional pressures arising from tight timelines, noting that this has created challenges and the need for further resources. Overall performance remains reasonable given current demands. Daily monitoring is in place to ensure resources are allocated effectively. Weather changes are expected to increase demand and work is underway to identify opportunities for strengthening activity at the front end of the process.</p> <p>The Board requested that the next report include a Red/Amber/Green (RAG) rating.</p> <p>Board were informed the asbestos issue detailed at 4.5 of the report has now been resolved and is at 100%.</p> <p>RF welcomed the government’s focus on addressing the unethical practice of claims farming and noted that if supported by strong evidence from the sector, this work could lead to meaningful and positive change.</p>	<p>RTh</p> <p>RTh</p> <p>RTh</p>

<p>KT expressed satisfaction with the strong performance to date and highlighted that progress continues to move in a positive direction.</p> <p>Resolved:</p> <p>Board received and noted the 2025/26 Qtr. 2 report and the areas of focus.</p>	
<p><u>Item 8 – Regulator of Social Housing Update Report</u></p> <p>DF presented the update. The State of the Nation presentation in September reflected on the C1 regulatory judgement. The annual meeting with the Regulator took place on the 7/10/25. In attendance were DF/PC/SC/AG. The meeting was positive and focussed on actions taken since the inspection including tenant engagement. 2 new actions were agreed:-</p> <ul style="list-style-type: none"> • To be updated on progress relating to the new involvement and engagement strategy • Arrange introductory meetings with the new CEO of Berneslai Homes and the Head of Strategic Housing BMBC. This has been arranged for the 16/1. <p>They also talked through the work programme for the Consumer and Oversight Board and a full self-assessment will be undertaken. The Regulator acknowledged the good progress made half way through the 4 year cycle.</p> <p>Appendix B to be recirculated, due to some narrative not being visible.</p> <p>Board made reference to customer data and discussion took place. DF explained that this remains an area of limited strength for our long standing tenants and that a more robust system is required. More comprehensive data is, however, available for newer tenants. Work is already underway to ensure the necessary information is captured to meet the requirements of the Personal Emergency Evacuation Plans and customers are being encouraged to update their details through the Repairs online service. It is recognised that further development is needed and this will be progressed as part of the Know Your Customers workstream.</p> <p>The Chair requested this be picked up by Audit and Risk Committee as part of their assurance work on data.</p> <p>Resolved:</p> <ul style="list-style-type: none"> • Board note the progress made against key areas detailed in the update note provided to the RSH in October 2025. • Board noted the actions requested by the RSH following the Engagement meeting. 	<p>JW</p> <p>RT</p>

<p><u>Item 9.1 Board Fact Sheet</u></p> <p>Resolved:</p> <p>Board received for information.</p>	
<p><u>Item 10 – Minutes/Actions Debriefs:</u></p> <p><u>Minutes and actions from the last meeting held 25th September 2025</u></p> <p>Resolved:</p> <p>The minutes were agreed as a true and accurate record and the actions were noted.</p>	
<p><u>Mark Johnson</u></p> <p>At the close of the meeting KT on behalf of the Board took the opportunity to thank MJ for his outstanding contribution over the years. He highlighted MJ’s many roles, his consistent support to colleagues and the Executive and the invaluable knowledge and experience he has brought to the organisation, noting the high standard he has set.</p> <p>MJ expressed his appreciation to EMT, fellow Board Members, the Governance Team and Council representatives. He reflected on the significant achievements made, acknowledging both the challenging periods and the rewarding work. He said it has been a privilege to serve the organisation and a tremendous opportunity.</p>	