



## **Annual Governance Statement 2024 to 2025**

# Annual Governance Statement 2024/2025

## 1. INTRODUCTION

- 1.1 Berneslai Homes has adopted the principles outlined in the CIPFA/SOLACE Framework as part of our internal control framework, 'Delivering Good Governance in Local Government'.
- 1.2 The CIPFA/SOLACE 'Delivering Good Governance in Local Government Framework (2016)' requires local authorities to publish an Annual Governance Statement, and to be responsible for ensuring that:
  - Their business is conducted in accordance with all relevant laws and regulations.
  - Public money is safeguarded and properly accounted for.
  - Resources are used economically, efficiently, and effectively to deliver agreed priorities and benefit local people.
- 1.3 Berneslai Homes also has a duty to:
  - Make arrangements to secure continuous improvement in the way in which its functions are exercised.
  - Put in place proper arrangements for the governance of its affairs.
  - Implement and maintain effective processes of internal control, including appropriate arrangements to manage risk.
- 1.4 Berneslai Homes' Audit and Risk Committee and the Board reviews governance arrangements, risk registers and quarterly performance reports. Their role is to recommend improvements or interventions if expected performance is not being achieved, or if gaps in current governance arrangements have been identified.

## 2. THE PURPOSE OF THE GOVERNANCE FRAMEWORK

- 2.1 The governance framework comprises the systems, processes, cultures and values which underpin how Berneslai Homes are controlled and managed internally, and how we engage with our tenants and residents.
- 2.2 The governance framework enables Berneslai Homes to monitor delivery of its strategic objectives and assess whether those objectives are securing service improvements and value for money. Systems of internal control and risk management are a significant part of the governance framework and are designed to manage risk down to a reasonable level. Some risks can never be eliminated entirely, however, and these processes provide only reasonable and not absolute assurance of effectiveness.

## 3. KEY ELEMENTS OF BERNESLAI HOMES GOVERNANCE FRAMEWORK

- 3.1 The Senior and Executive Management Teams have responsibility for developing and implementing internal control systems and procedures. Berneslai Homes has embedded written policies and procedures in all areas of operation. Each year the application and implementation of policies and procedures are subject to audit by BMBC Corporate Assurance, with reports being presented to the Audit and Risk Committee.
- 3.2 The internal control framework comprises the following principal elements:
  - Memorandum & Articles of Association
  - Section 27 Agreement (Services Agreement)
  - Scheme of Delegation
  - Strategic Plan

- Board Governance Pack in Decision Time Resources
- Council Contract Procedure Rules as adopted by Berneslai Homes
- Financial Regulations
- Employee/Board Code of Conduct
- Housing policies and procedures
- Risk Management Framework Strategy
- Performance Management Framework
- Procurement Strategy
- Contract Management Policy
- Prosecutions Policy
- Budget monitoring and reporting procedures
- SAP/EBP/Financial system procedures
- Human Resources policies
- Equality, Diversity and Inclusion Strategy
- Information Management & Governance policies
- Employee Health & Safety Policy
- Business Continuity & Resilience plans
- BMBC Corporate Assurance
- Terms of Reference for Board and Committees
- Whistleblowing (Confidential Reporting) Policy
- Complaints Procedures
- Corporate Debt Strategy
- Business Planning Financials
- Anti-Fraud & Corruption Policy
- Value for Money Strategy

- 3.3. In 2024 and 2025, DTP undertook a review of our governance arrangements related to Board and Committees. The recommendations were approved by Board.
- 3.4 The Board sets the organisation's vision and objectives and identifies the opportunities and threats to achieve those objectives and ensures a framework of risk management is in place to obtain assurance that policies are adopted and operating effectively. The Memorandum & Articles of Association set out the objectives of the organisation's and the Board's powers and functions. The Services Agreement sets out the responsibilities delegated from the Council to Berneslai Homes.
- 3.5 The Services Agreement with the Council is in place until 2031. The governance arrangements for Berneslai Homes contained within the Agreement are:
- Independently appointed Chair.
  - Board membership of a maximum of 9 members – two tenants/leaseholders, two Council Nominees, four independents and the Independent Chair. The Sole Member representative is also an attendee at Board meetings.
  - Remuneration for all Board Members.
  - Memorandum & Articles of Association.
- 3.6 Each member of the Board undertakes a tailored induction programme, which includes the Governance Pack and useful policies and procedures accessed in Decision Time. This information is regularly reviewed and updated to reflect on any corporate and legislative changes. The Chair undertakes annual appraisals with Board Members. The Senior Independent Director and a Committee Chair undertake an annual appraisal with the Chair.

#### **4. FINANCIAL CONTROLS**

- 4.1 Berneslai Homes uses the Council's financial system (SAP) and currently operates financial controls developed by the Council. Berneslai Homes has its own Financial Regulations, which are reviewed in line with Barnsley Councils. Berneslai Homes adopts the Council's Contract Procedure Rules with minimum amendments.
- 4.2 A system of budget management and financial monitoring has been implemented with clear procedures. A robust financial monitoring framework is in place with direct reporting to, and consideration by, the Board who meet on a quarterly basis.

#### **5. DECISION MAKING**

- 5.1 All public Board meetings are open for tenants and residents to attend.
- 5.2 Decisions are recorded on the Berneslai Homes website in the form of minutes from the meeting.
- 5.3 All Board decisions are supported by detailed officer reports, which are open to the public unless they qualify as confidential.

#### **6. HEALTH AND SAFETY AND BUSINESS CONTINUITY**

- 6.1 Berneslai Homes continues to prioritise the safety and wellbeing of its tenants, staff, and contractors through a robust health and safety framework. Regular reporting to the Board, supported by the Health and Safety Management Groups, ensures that risks are identified, monitored, and mitigated effectively. Robust health and safety policies are in place and regularly reviewed to ensure compliance with statutory requirements and to promote a culture of continuous improvement. The organisation has developed comprehensive safety case reports for its buildings, outlining key risks and the controls in order to maintain compliance and resident assurance.
- 6.2 In parallel, the business continuity framework has been strengthened to ensure resilience against potential disruptions, including cyber threats, extreme weather events, and public health emergencies. Regular testing of business continuity plans, alongside scenario-based exercises, ensures that critical services can be maintained or rapidly restored in the event of an incident. Berneslai Homes is also enhancing its governance and compliance reporting mechanisms to ensure clear oversight and alignment with regulatory standards.

#### **7. RISK MANAGEMENT**

- 7.1 Risk registers identify operational and strategic risks.
- 7.2 Key Strategic risks are considered by the Executive management Team.
- 7.3 Strategic risks are reported to the Audit & Risk Committee and to the Board on a quarterly basis.
- 7.4 Each Directorate produces an Operational Risk Register, which is updated regularly by lead officers as well as quarterly facilitated group reviews. The facilitated zero-based review of each register was undertaken in Summer 2024.
- 7.5 The board is asked to review the Risk Appetite Statement annually to ensure it remains fit for purposes, with the latest review taking place at their meeting on 27th May 2025. No changes were recommended at the meeting.

- 7.6 All Board reports contain a section on 'Risk Implications'. This is also the case for many other management reports. Where major projects are being implemented, separate Project Risk Registers are created, reviewed and managed for the life of the projects.
- 7.7 The corporate induction process includes fraud awareness, fire safety, health and safety and emergency planning.

## **8. EXECUTIVE MANAGEMENT TEAM (EMT)**

- 8.1 EMT are responsible for the overall operational management of Berneslai Homes.
- The Chief Executive is responsible for all Berneslai Homes staff and for leading the Executive Management team.
  - The Executive Directors lead the majority of services which are delivered to the tenants.
  - Executive management team are responsible for safeguarding Berneslai Homes financial position and ensuring value for money.
  - The Executive Director of Resources has been appointed as the Company Secretary for Berneslai Homes.

## 9. HOW WE COMPLY WITH THE CIPFA/SOLACE FRAMEWORK

9.1 Berneslai Homes has arrangements in place to meet all relevant requirements of the CIPFA/Solace Framework. The seven “core principles” underpinning the Framework are set out below together with a summary of new or enhanced arrangements introduced in 2024/25.

Principle	Evidence of Compliance
<b>Principle 1: Behaving with integrity and respecting the rule of law</b>	<ul style="list-style-type: none"> <li>• Codes of Conduct for Board members and officers reinforce a public service ethos and high standards of behaviour.</li> <li>• As part of our commitment to strong governance, the organisation has adopted the National Housing Federation (NHF) Code of Governance 2020. The Code sets out expectations to operate with integrity, accountability, and transparency, and places particular emphasis on the effectiveness of internal controls and assurance mechanisms.</li> <li>• These are supported by more detailed guidance such as: Whistleblowing Procedures, Anti-fraud, Bribery and Corruption policies, as well as our Financial Regulations and Contract procedure rules.</li> <li>• The Anti-fraud and Corruption Policy documents underwent their two-year review in 2024 and were approved by Audit and Risk Committee and Board in August/September 2024.</li> <li>• Berneslai Homes utilises the <a href="#">Council's Anti-Money Laundering Policy</a>. Whilst also undertaking the linked <a href="#">Anti-Money Laundering Risk Assessment</a> to ensure all risks are considered.</li> <li>• We have an ongoing programme of fraud awareness, with the latest round of training for EMT, Leaders and staff taking place in March 2025.</li> <li>• Mandatory fraud e-learning is an induction requirement, with 2-yearly refreshers. Reports on whistleblowing and fraud matters and investigations are annually collated and reported to Board.</li> </ul>
<b>Principle 2: Ensuring open and comprehensive stakeholder engagement</b>	<ul style="list-style-type: none"> <li>• Berneslai Homes consults regularly with stakeholders, including tenants, residents and employees.</li> <li>• We publish an annual report and a Berneslai beacon newsletter for tenants.</li> <li>• Customer Insight and Engagement Strategy (approved by Board).</li> <li>• Berneslai Homes also utilises online communication channels such as e-bulletins, Facebook, and YouTube.</li> <li>• There are several mechanisms in place for formal and informal feedback, including our tenant Voice panel, Check it Challengers and our Tenants Scrutiny team.</li> <li>• We carry out regular surveys with our tenants on key areas of activity and an annual employee survey.</li> <li>• Annual Tenant Satisfaction Measures (TSM) Perception Survey.</li> <li>• Tenants also have rights to attend public Board meetings to ask questions.</li> <li>• Board members take part in estate walkabouts and community events to listen and hear the tenant's voice.</li> <li>• We are completing a review of our Customer Services committee where we will be making changes to increase the tenant voice for our Board.</li> </ul>

<b>Principle 3 Defining outcomes in terms of sustainable economic, social and environmental benefits:</b>	<ul style="list-style-type: none"> <li>• The Strategic Plan sets out our strategic vision of Creating Great Homes and Communities with the People of Barnsley.</li> <li>• The plan sets out our ambitions which are: Hearing Customers, Keeping Tenants Safe, Employment and Training, Zero Carbon, Technology and Innovation, Growth of Homes and Services.</li> <li>• These key objectives are designed to be both financially and environmentally sustainable and have been developed in consultation with partners tenants and colleagues.</li> <li>• The Strategic Plan is being reviewed during 2025 with a view to publication of a revised plan aligned to the next five years and our financial strategy.</li> <li>• A system of budget management and financial monitoring has been implemented with clear procedures.</li> <li>• A robust framework is in place with direct reporting to and consideration by the Board who meet on a quarterly basis.</li> <li>• Financial monitoring enables a realistic assessment of financial resources available to Berneslai Homes to allocate to services and projects.</li> <li>• The Budget, approved by the Board each year, sets out revenue and capital spending limits, savings and efficiency targets as well as key improvement priorities for the forthcoming year.</li> <li>• Berneslai Homes uses key performance indicators (KPIs) and other methods, such as monthly performance and risk management reports to EMT, Audit and Risk Committee and the Board, to check budget and performance monitoring and to report progress against deliverables in the Strategic Plan.</li> </ul>
<b>Principle 4: Determining the intervention necessary to achieve intended outcomes:</b>	<ul style="list-style-type: none"> <li>• EMT meet monthly to monitor performance.</li> <li>• Monthly performance reports track the performance of priority activities and services through a suite of KPIs, and consider risks, achievements, and issues.</li> <li>• The key performance indicators include the Tenant Satisfaction Measures (TSMs), that are reported annually to the Regulator of Social Housing.</li> <li>• During 2024/25, we had our RP02 TSM KPI validated externally to improve our compliance and Internal Audit validated a further 4 TSM's. These were all validated prior to submission to the regulator.</li> <li>• EMT monitors remedial actions being taken where slippage or under-performance occurs.</li> <li>• Senior management, Audit and Risk Committee and Board ensure Berneslai Homes remain focused on achieving its agreed objectives and priorities.</li> <li>• The Board approves the creation and review of policies and procedures relating to the company's principal activities. A review is currently underway to ensure it is clear which policies the Board are responsible for approving. Further work is ongoing to ensure we have a clear policy framework in place to be approved by Board annually. This will be in place prior to the next financial year.</li> </ul>

<b>Principle 5: Developing capacity, including the capability of leadership and individuals within the organisation</b>	<ul style="list-style-type: none"> <li>• Berneslai Homes' 3C values underpin the way we work day-to-day.</li> <li>• The People Strategy sets out how we aim to achieve this and create an organisation and culture that provides excellent services to tenants.</li> <li>• Maximising capacity by working collaboratively is a key component of the Strategic Plan and several longstanding partnership working arrangements are in place.</li> <li>• The People and Culture Team has a specific aim to improve the capability and capacity of officers by offering a range of skills and qualification-based training opportunities.</li> <li>• An annual Performance Development Review (PDR) ensures the identification of training needs and review of achievements against performance objectives linked to the strategic objectives set within our Strategic plan. The PDR review captures performance against the core competencies, where employees use behaviours to demonstrate their achievements.</li> <li>• The PDR process (other than Craft) has been redesigned. The new approach places greater emphasis on learning and development, which supports the professionalisation element of the culture change programme.</li> <li>• A review of the onboarding and PDR process for craft is currently underway with improvements scheduled to be made during 2025/26. All leaders have received Recruitment and Selection training during Jan-May 2025. A number of leaders received Data Impact assessment training as part of our Information Governance training framework.</li> <li>• The Berneslai Homes Leadership Forum is designed to support and develop leadership across the organisation. In person forums were introduced in 2025.</li> </ul>
<b>Principle 6: Managing risks and performance through strong internal control and financial management:</b>	<ul style="list-style-type: none"> <li>• Strategic and Operational risk registers are updated monthly and operationally quarterly, with significant risks reviewed by the Executive Management team, Audit and Risk Committee and the Board.</li> <li>• Corporate Assurance assess the overall quality of internal control and makes recommendations for improvement as necessary.</li> <li>• Berneslai Homes has a strong track record in financial management, delivering services within budget and producing annual accounts within statutory deadlines.</li> <li>• Berneslai Homes annual Assurance Framework self-assessments for 2024-25 concluded that there were no fundamental issues around Berneslai Homes' internal controls. However, the assessments highlighted areas of development and improvement that are underway, which are being addressed during 2025-26.</li> </ul>
<b>Principle 7: Implementing good practices in transparency, reporting and audit to deliver effective accountability:</b>	<ul style="list-style-type: none"> <li>• Berneslai Homes follows Government guidance on providing clear and accurate information and has developed both its website and the format of reports to improve transparency and accessibility.</li> <li>• Reports (including performance reports) and minutes of meetings, key decisions, and all items of expenditure and contracts awarded over £500 are published on Berneslai Homes website.</li> <li>• All Board meetings are held face to face and tenants can attend the public Board, and minutes of meetings are available on Berneslai Homes website.</li> <li>• Our Customer Services Committee, and Audit and Risk Committee summaries and decisions are also published on our website.</li> </ul>



## 10. REVIEW OF EFFECTIVENESS

10.1 EMT is responsible for putting in place adequate governance arrangements and effective systems of internal control.

10.2 Berneslai Homes uses several ways to review and assess the effectiveness of governance arrangements, as set out below:

### Assurances from Internal and External Audit 2024/25

10.3 The Council's Corporate Assurance Team provides assurance (internal audit) coverage through a Service Level Agreement. The role of the Corporate Assurance Team is to operate both independently and objectively. The Audit & Risk Committee agrees an annual assurance (internal audit) plan and a Corporate Assurance activity report is provided at the quarterly Committee meetings.

10.4 Public Sector Internal Audit Standards require the Head of Corporate Assurance to provide an assessment of the overall adequacy and effectiveness of Berneslai Homes control environment. This opinion is expressed using a scale ranging from Substantial to Reasonable, then Limited and finally No Assurance.

10.5 The annual report and opinion of the Head of Corporate Assurance was presented to the Audit and Risk Committee on the 17th June 2025. It states that Berneslai Homes internal control environment and systems of internal control in the areas audited were to be classed as "Reasonable Assurance".

10.6 The following areas influenced the annual assurance opinion:

- In terms of the 2024/25 report, which the Berneslai Homes Audit and Risk Committee considered at its meeting on the 17th June 2025, the Head of Corporate Assurance gave a Reasonable (positive) annual assurance opinion.
- Whilst a reasonable assurance opinion was given, the Audit and Risk Committee were asked to ensure that the Agreed Management Actions, included in the assurance reports throughout the year to address findings and implications raised, are fully and timely implemented to improve the framework. A revised process has been implemented by EMT during the financial year, to provide greater ownership and accountability of agreed management actions.
- The number of audits receiving a negative assurance opinion, as well as a combination of advisory work (not detailed audit reviews) and investigations undertaken. For 2024-25, 73% of Audits received a Reasonable Assurance opinion. Therefore, 27% of audits received Limited Assurance in 2024-25, compared to 13% in 2023-24.

<b>Title of Review &amp; Date of Formal Report</b>	<b>Assurance Opinion</b>	<b>No. / Priority of Implications and Control Adequacy / Application</b>	<b>Progress made since audit</b>
Housing Rents (23-24) 27/06/2024	Reasonable	H – 0 M – 1 L – 1 Adequacy – 0 Application – 1 Systems Efficiency - 1	All management actions have been implemented.
Leaseholder Charges 31/07/2024	N/A	N/A	All management actions have been implemented
Consumer Standards – Tenant Satisfaction	Limited	H – 1 M – 7	Progress remains on track for the agreed management

<b>Title of Review &amp; Date of Formal Report</b>	<b>Assurance Opinion</b>	<b>No. / Priority of Implications and Control Adequacy / Application</b>	<b>Progress made since audit</b>
Measures (TSMs) 24/10/2024		L – 1 Adequacy – 6 Application – 3	actions (due 31.08.25) including creating standard operating procedures for the collection, and validation of TSM's prior to submission to the regulator.
Housing Rents (24-25) 09/05/2025	Reasonable	H – 0 M – 1 L – 2 Adequacy – 0 Application – 2 Systems Efficiency - 1	All recommended actions due have been completed.
Information Governance – Staff Survey 12/04/2024	Reasonable	H – 0 M – 2 L – 0 Adequacy – 2	All management actions have been implemented.
Shared Financial Systems 23/24 12/06/2024	Reasonable	H – 0 M – 1 L – 3 Adequacy – 2 Application – 2	All management actions have been implemented.
Data Integrity & Quality 05/12/2024	Reasonable	H – 0 M – 2 L – 3 Adequacy – 2 Application – 3	There are no overdue Management Actions. Two remaining actions are due by 31.08.25 including the roll out of new kit devices (extended from 30.06.25) and 31.12.25 for the work to SharePoint our records management system.
Financial Regulations Compliance 19/02/2025	Reasonable	H – 0 M – 2 L – 1 Adequacy – 2 Application – 1	There is one overdue Management Action due 31.07.25, however, this action is under consideration for closing. The 2 remaining actions are due 30.09.25 to review the Financial Regulations and the Mileage and Expenses claims procedure and are on track to be completed by 30.9.25.
Business Continuity Plans 19/03/2025	Reasonable	H – 0 M – 1 L – 0 Application – 1	All management actions have been implemented
Shared Financial Systems 24/25 15/04/2025	Limited	H – 0 M – 5 L – 0 Adequacy – 2 Application – 3	There are 3 overdue actions due 30.06.25 to assess the efficiency of the monthly overtime submission claims, to issue a communication regarding complying with

<b>Title of Review &amp; Date of Formal Report</b>	<b>Assurance Opinion</b>	<b>No. / Priority of Implications and Control Adequacy / Application</b>	<b>Progress made since audit</b>
			HMRC requirements, and to obtain and review criteria for OTVs.
Electrical Safety Compliance 26/03/2024	Reasonable	H – 0 M – 3 L – 3 Adequacy – 2 Application – 4	All management actions have been implemented
PRIP Contract (KPIs) 22/10/2024	Limited	H – 1 M – 11 L – 1 Adequacy – 8 Application - 5	There are no overdue Management Actions. The 2 remaining actions are due 30.09.25 (extended from 31.03.25) covering the identification of appropriate Property Repairs and Improvement partnership (PRIP lead), and the review of the PRIP operational documentation.

- 10.7 BDO were appointed as Berneslai Homes auditors for the FY 2024/25. The External Audit Letter from BDO provides an independent assessment of the financial statements and confirms compliance with accounting standards and reporting integrity. The Board will consider the Audit Letter when approving the annual report and financial statements on 25<sup>th</sup> September 2025, once the annual report and financial statements are approved they will be published and submitted to Companies House.

#### Self-assessment and review of key performance indicators

- 10.8 To monitor and maintain the effectiveness of Berneslai Homes governance arrangements and drive continuous improvement, an audit-based evaluation has been undertaken of the internal control framework, in the form of our Assurance Framework self -assessment. This Framework links into the risk management framework and monitors compliance against the high-level strategic risk areas (governance domains).
- 10.9 In carrying out this evaluation, the following actions have been undertaken:
- Heads of Service have completed the Assurance Framework self-assessment in respect of their services' general compliance with the framework.
  - Service Leads have reviewed those self-assessments in respect of the areas that they lead on to gain assurance of overall compliance.
  - The Executive Management Team have reviewed the Assurance self-assessments and signed Assurance Statements – from which any actions are logged in the 2025-26 action plan in Section 12 – which provides assurance of overall compliance with the Assurance Framework.
- 10.10 These mechanisms of review contribute to the overall assurance of the Annual Governance statement. The key sources of assurance include 2024-25:
- BMBC Corporate Assurance Annual Report.
  - Risk Management Annual Report.
  - Performance Management Reports.

- d) External Audit and Inspection findings, including the External Audit Annual Audit Letter.
- e) Health and Safety Annual Report.
- f) Annual Complaints and Learning Report, including complaints referred to and investigated by the Ombudsman.
- g) Review of the 2024-25 AGS Action Plan.

#### 10.11 Governance Performance 2024-25

Local Government Ombudsman referrals upheld	0
Information Commissioner referrals upheld	There were no cases investigated by the ICO during the year that were upheld.
Internal audit reports	12
Freedom of Information requests (performance)	142 requests all responded to within the legal timeframe.
Annual Accounts	Published on time
Proven frauds carried out by Board members or members of staff	1
Whistleblowing reports	3 - all dealt with appropriately

### 11. CHANGES TO THE GOVERNANCE FRAMEWORK

- 11.1 There has been a key change in senior management during the last year:
- Rachel Taylor was appointed Executive Director of Resources in August 2024 and Company Secretary in March 25.

### 12. KEY GOVERNANCE ISSUES

- 12.1 Last year's Annual Governance Report highlighted 25 key areas for ongoing improvement. The table below sets out these actions during 2024/25:

Action	Progress in 24/25
1. Reviewing performance framework to ensure performance data and monitoring of is integral to relevant roles	Completed
2. Definition documents for every Performance Indicator (PI)	Completed
3. Reviewing complaints reports in line with new Housing Ombudsman Code	Completed
4. Implementing a quarterly HR and OD dashboard for people and comms	Completed
5. Review Budget setting timetable	Completed
6. Refresher training re managing staff – Recruitment and Selection	Completed
7. SYSMAX compliance system to be implemented at Construction Services	On Hold. After the trial period, it was evident that resource required to manage it would be excessive. On hold until we can successfully embed the review of the repairs system and implement structure changes.
8. Developing role-specific training programme for Lettings	Completed
9. Health and Safety refresher training for Board	Completed

Action	Progress in 24/25
10. Project Management policy and procedure to support work of Transformation Board	Delayed. Policy and procedure draft completion expected 30 <sup>th</sup> September.
11. Construction Services employing a dedicated Customer Services role, to monitor and report and feedback trends and performance on customer complaints received at Construction Services	Action Closed. Not progressed. We have identified capacity in current roles who will pick this up.
12. New tenant satisfaction survey for Construction Services in line with Repairs First	Completed
13. Consistent Data Standards – to ensure a consistent, agreed approach to how data is inputted in specific formats.	Completed
14. Knowing our Customer Strategy under development – dependent on IT/CRM system	On hold. Dependent on IT/CRM system.
15. Embedding efficiency savings into business as usual - work in progress.	Completed
16. Review of scheme of delegation and associated comms and accessible online	Completed
17. Professionalism agenda action plan to ensure compliance.	Delayed. There is a lack of clarity on what will be included in the Competency & Conduct Standard and when it will be introduced.
18. Asset management database as part of NEC phase 2 to be implemented within the agreed program timeframe.	Delayed. NEC Assets Module currently in the testing phase
19. The new Procurement Act will involve new activities within the procurement process. Training will be in conjunction with BMBC. Including regular comms.	Delayed. First procurement under new Act is not due back for evaluation until 11 <sup>th</sup> August 2025.
20. Financial Regulations to be reviewed, followed by comms to all staff	Delayed. Initial review undertaken. Consultation and communication still to undertake.
21. Implement actions from liP	Completed
22. Knowing your customer project - Comparing tenant data with staff data around EDI.	Delayed. The customer data is still outstanding. Expected completion by 31 <sup>st</sup> August 2025.
23. Stock condition and energy performance data to 100% position (carried over)	Action Closed. Rolling programme to address no access and refusal properties as a priority.
24. Equality Impact Assessment process review	Delayed. Due to vacant OD Manager post
25. Full review of training and development offer, including new training matrix, Leadership & Development and the PDR process.	Delayed. Due to vacant OD Manager post

### 13. CONCLUSION

- 13.1 Berneslai Homes is satisfied that appropriate governance arrangements are in place, however, it remains committed to maintaining and where possible improving these arrangements. The following items are noted for improvement in 2025/26:

<b>Action</b>	<b>Responsible officer</b>	<b>Implementation Date</b>
Financial Regulations to be reviewed and updated and rolled out during 25/26.	Head of Finance	December 2025
Implement a Project Management policy and procedure to support work of Transformation Board.	Head of Finance	September 2025
Develop a comprehensive suite of management plans and process maps to ensure full compliance with the Awaab's Law and provide Damp and Mould training in advance of implementation of Awwab's Law	Head of RMBS	October 2025
Full review of training and development offer, including new training matrix, Leadership & Development and the PDR process.	Head of HR and OD	December 2025
C365 compliance system to commence use for the monitoring of fire actions	Head of RMBS	December 2025
Direct significant resources from Customer and Estate Services to reduce the number of voids to 151 or below.	Exec Dir of Property Services / Head of RMBS / Head of Estate Services	March 2026
Improve quality and relevance of KPIs to enable performance management and improve ASB tenant satisfaction measure -	Head of Estate Services	March 2026
Formal review of Asset Management Strategy	Head of Asset Management	April 2026