

BERNESLAI HOMES BOARD

Public Agenda 25th September, 2025

1.0 Apologies

2.0 Declarations of Interest

3.0 Tenants Voice Theme - People of Barnsley - Getting to know tenants

For Information

4.0 Governance Update (including Annual Governance Statement)

For Decision

5.0 Board Succession Planning and Recruitment Update

6.0 Final BH Ltd Annual Accounts and Financial Statements 2024/25

For Approval

7.0 Quarterly Risk Update

For Approval

8.0 Property Services Regulatory Update and Policies

For Approval

9.0 Annual Report to Tenants

For Information

10.0 Performance:-

10.1 Q1 Performance Report

For info

10.2 Q1 PRIP Performance

For Information

10.3 Q1 Building Safety Compliance Scorecard

For Information

11.0 BH Annual Business Action Plan Update

For Information

12.0 Resource Information Papers:-

12.1 Board Fact Sheet

For Inf

13. Minutes of the previous Board 24/7/2025

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Report Title	Governance Update	Confidential	No
Report Author	Head of Strategy Governance and IT	Report Status	For decision
Report To	Board 25 September 2025	Officer Contact Details	samantharoebuck@berneslaihomes.co.uk clairedenson@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 This Governance Update Report provides key updates on governance issues for the Board.</p> <p>1.2 This report covers:</p> <ul style="list-style-type: none"> • The recommendation from Audit and Risk Committee that Board approve the Annual Governance Statement (Linked Appendix A). • The formal 2-year review of the Board Succession and Recruitment Policy. • The formal 2-year review of the Board Remuneration policy. • Chief Executive Recruitment • The progress on the governance review being carried out by DTP. • An update on the Board annual appraisals <p><u>Customer Voice/Impact</u></p> <p>1.3 This report is an update around the governance of the Board and therefore customer views have not been sought specifically for this report. Good governance supports tenants by ensuring their needs and concerns are central to decision making. Customers will be invited to a focus group to take part in the recruitment process of the new Chief Executive.</p>
2. Recommendations	<p>Board are recommended to:</p> <ol style="list-style-type: none"> 1. Approve the Annual Governance Statement and associated Appendices. 2. Approve the formal 2-year review of the Board Succession and Recruitment Policy. 3. Approve the formal 2-year review of the Board Remuneration policy. 4. Note the progress of the DTP review and that the proposed changes to the customer services committee may not be in place until February 2026.

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| | 5. Ratify the decision to appoint a time limited group to oversee the Chief Executive recruitment consisting of 3 Board Members, Ken Taylor, Jo Sugden and Richard Fryer. |
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3. Background

- 3.1 The purpose of this report is to provide an update to Board on a range of governance issues.
- 3.2 To be a successful well-managed company, Berneslai Homes must uphold good governance as a priority.

4. Current Position /Issues for Consideration

Annual Governance Statement (Linked Appendix A)

- 4.1 The Annual Governance Statement provides an overall assessment of Berneslai Homes' governance arrangements. The Statement includes an appraisal of the key controls in place to manage the principal governance risks and the effectiveness of systems and processes governing decision-making and financial control.
- 4.2 The report was scrutinised by the Audit & Risk Committee on 21 August 2025. Overall, Committee felt assured on the governance arrangements in place and acknowledged the amount of work carried out over the year, which provided committee with a great deal of assurance. The Committee chair requested that a deep dive be undertaken of the Modern Slavery Statement to provide assurance that the policies and procedures referred to are effective.
- 4.3 Audit and Risk Committee recommended on 21 August 2025 that Board approve the Statement, which includes:
- The Modern Slavery Statement
 - The Senior Information Risk Owner Annual report
 - The proposed action plan for continued developments
 - The Chief Executive's Assurance Statement (at para 4.4)
- 4.4 The Audit and Risk Committee also agreed the following statement be included in the 2024-25 annual report and financial statements:

The Board is accountable for the Company's management and internal control system. The Chief Executive has responsibility for maintaining a sound system of control which supports the achievement of the organisation's aims and objectives. The systems are designed to manage rather than eliminate the risk of failure to achieve these objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness.

The Chief Executive has reviewed the Internal Control framework, developed by the Executive Team and taken account of comments made by Corporate Assurance and External Audit, External Accreditation, and is satisfied that appropriate governance arrangements are in place.

- 4.5 The Annual Governance Statement will be published on the Berneslai Homes website once approved by Board. Once published, the Statement will be promoted to tenants and staff.

Board Succession and Recruitment Policy (Appendix B)

- 4.6 The formal review of this Policy is due for approval by Board.

- 4.7 The key changes made to the policy are:

- The removal of Remuneration Committee from the policy and these items are now directed straight to Board for approval.
- The revised 3-year formal approval date, based on guidance from DTP. The policy will continue to be reviewed as required, and any significant changes will be submitted to board for approval as required.
- Further details have been included to be clear on the process that should be followed for Cllr recruitment, including the appointment of trainee Cllr Board members to take place approximately 9 months before a councillor Board member retires from the Board.

Board Remuneration Policy (Appendix D)

- 4.8 The formal review of this Policy is due for approval by Board.

- 4.9 The key changes made to the policy are:

- The removal of Remuneration Committee from the policy and these items are now directed straight to Board for approval.
- The revised 3-year formal approval date, based on guidance from DTP. The policy will continue to be reviewed as required, and any significant changes will be submitted to Board for approval as required.
- The addition of the new paid involved tenant role on the Customer Services Committee (50% of a board salary is proposed).

- 4.10 The 3-yearly external review of Board Remuneration as covered in the policy is due from April 2026. The review will be undertaken during quarter 3 of this financial year and reported to the February 2026 Board. This will allow time for any changes to be addressed by April 2026.

Chief Executive Recruitment

- 4.11 Our current Chief Executive, Amanda Garrard, has given notice of her intention to retire at the end of March 2026. According to the Board Terms of Reference: Section 4.1 states that the Board is responsible for directing the affairs of the organisation in accordance with its objects and Rules. Among its functions are: (b) Appointing (and if necessary, removing) the Chief Executive and approving their benefits and terms of employment;

4.11 states it is the Board responsibility

- *To appoint (and, if necessary, remove) the Board Chair, the Chief Executive, members of the Executive Team, and members of the Board and Committees.*
- *To establish time-limited task and finish groups with agreed delegations and membership to oversee the associated appointment process.*

Under the scheme of delegations, the Council participates in the recruitment process with Berneslai Homes. A joint decision is then made and approved by the Board in consultation with the Council.

In line with these responsibilities, a time-limited group of Board members has been established to oversee the associated appointment process, including an officer from the Council. It is proposed that Board ratify the decision for the time limited group to consist of Ken Taylor Chair of the Board, Jo Sugden Independent Board Member, Richard Fryer Chair of Customer Services Committee. Board should note the council representative will be Matt O'Neill, Executive Director Growth and Sustainability.

DTP review

- 4.12 Following the Board Strategic Planning Day in November 2024, DTP were asked to complete a governance review for Berneslai Homes related to Board and Committees. The scope of this review was reported to Board in December 2024 and February 2025. The review so far has included the approval of the Committee and Board Terms of References by Board on 27th May. Board are asked to note that the new Customer Services Committee Terms of Reference will not come into force until the new format of the Customer Services Committee is in place, due to the requirement that the new tenant members yet to be recruited will form part of the quorate of the meeting.
- 4.13 The focus of the DTP review is now on the proposed workplans for each Committee, and working with BMBC to ensure that we are following the correct governance route for all reports that are required to be submitted to the Council.
- 4.14 The finalised work plans will be presented to Board at the December meeting for approval, once the work on the governance routes with BMBC has been completed.
- 4.15 The final phase of the work with DTP will be to provide training to report writers on effective report writing. This will take place before the end of quarter four of 25/26.

Board Appraisals

- 4.16 All Board member appraisals including the Chair have been completed during the last quarter, which includes the annual skills self-assessment (Appendix C). From the appraisals and the skills assessments, both mandatory Board and individual optional development Plans will be developed by the Governance team and proposed to Board for approval in December 2025.
- 4.17 When Mark Johnson retires, he will leave an 'expert' gap in Asset Management, DLO services, and Building Safety, these are to be discussed as part of the succession planning and recruitment paper due at Board today. It should also be noted from the review of the skills assessments that Technology and Innovation, Zero Carbon, and Growth of Homes and Services have no identified 'expert' although we do have good knowledge in these areas across other Board members.
- 4.18 The personal development plans will target any specific areas where board members would like to develop further.

NHF Code of Governance Action Plan

- 4.19 The Board approved the 2025 self-assessment against the NHF Code of Governance at their meeting on 27th May 2025. Any actions resulting from the annual self-assessment are monitored by Board. The two actions from the 2025 self-assessment to be continually monitored are:
 - 1. Diversity to be considered in future Board Recruitment with a view to widening the diversity of Board, co-optees and tenant members. (Chair of the Board) – To seek more diverse applicants, in future recruitments is covered in the succession planning and recruitment paper to be discussed at Board today.
 - 2. Stress Testing exercise to be completed with BH Board (Exec Dir Resources, Mar-26) – To be progressed by the target date.

Governance Handbook

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

5. Risk and Risk Appetite

- 5.1 Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to internal audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from regulators.

- 5.2 There is a risk that the Board do not appreciate Berneslai Homes' key vulnerabilities and take appropriate action to manage them. The assurances provided within this report ensures that effective mechanisms are in place for the management of associated risks.

6. Strategic Alignment

- 6.1 The report aligns to the requirements from BMBC for the effective governance of Berneslai Homes. Good governance links to the successful achievement of all our ambitions:

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

7. Data Privacy

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

8. Consumer Regulatory Standards

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

9. Other Statutory/Regulatory Compliance

- 9.1 To provide Board with assurance around our governance arrangements.

10. Financial

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

11. Human Resources and Equality Diversity and Inclusion

- 11.1 The Board Code of Conduct outlines the ethical and professional standards expected of board members. An EIA has been undertaken for the Board Succession, Recruitment and Induction Policy. The actions covered are to form a small group for each Board member recruitment to ensure that diversity of the Board is covered in all recruitments.

12. Sustainability Implications

- 12.1 No specific zero carbon implications from this report

13. Associated Background Papers

13.1 [Governance Handbook](#)

14. Appendices

14.1 Appendix A – [Annual Governance Statement to Audit & Risk Committee 21st August 2025](#)

14.2 Appendix B – Board Succession and Recruitment Policy

14.3 Appendix C – Skills Matrix

14.4 Appendix D – Board Remuneration Policy

14.5 Appendix E – [Board Diversity Profile](#)



Creating great homes and communities for
the people of Barnsley

Report Title	Annual Governance Statement	Confidential	No
Report Author	Executive Director of Resources	Report Status	For Approval
Report To	Audit and Risk Committee 21st August 2025	Officer Contact Details	Claire Denson, Risk & Governance Manager clairedenson@berneslaihomes.co.uk Sam Roebuck, Head of Governance and Strategy samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 The Annual Governance Statement (Appendix B) provides an overall assessment of Berneslai Homes' governance arrangements. The key areas of control have been summarised throughout the Statement.</p> <p>1.2 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.</p> <p>1.3 The 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. Whilst most of these actions were already in place and not identified as a result of the self-assessment, they were included in the Action Plan (Appendix B) to highlight our ongoing developments with regards to these areas of internal control. To further enhance our governance processes, only those actions identified through internal control and assurance mechanisms will be included in our AGS Action Plan going forward. This approach is intended to minimise duplication and ensure that actions are monitored through the appropriate governance channels.</p> <p>1.4 The Modern Slavery Act sets out a range of measures on how modern slavery and human trafficking is dealt with in the UK. Berneslai Homes has achieved in excess of £36m</p>
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	<p>turnover and is therefore legally obliged to publish a Slavery and Human Trafficking Statement for the financial year. The statement for 2024-25 is attached at Appendix C.</p> <p>1.5 The Annual Report and Accounts includes a statement (Appendix A) that Berneslai Homes has an effective system of internal control.</p> <p>1.6 Customer Voice/Impact: The aim of the review of internal controls is to scrutinise the internal risk management system and therefore customer views are not sought for this report. A number of internal controls seek to enhance the customer voice.</p>
2 Recommendations	<p>It is recommended that:</p> <ul style="list-style-type: none"> i. Audit and Risk Committee satisfies itself that the Annual Governance Statement (Appendix B provides assurance in relation to internal control arrangements, is sound and forms a satisfactory basis for the Statement attached as Appendix A for inclusion in the 2024-25 Accounts and recommend its approval to Board. ii. Audit and Risk Committee note the proposed 2025-26 Plan for improving the robustness of the system of internal control. iii. Audit and Risk Committee recommend that Board approve the Modern Slavery Statement 2024-25 for signature by the Board Chair. iv. That Audit and Risk Committee recommend that Board approve the Senior Information Risk Owner Annual Report 2024-25.

3. Background

- 3.1 The Board is accountable for the Company's management and internal control system. The Chief Executive has responsibility for maintaining a sound system of control which supports the achievement of the organisation's aims and objectives. The systems are designed to manage rather than eliminate the risk of failure to achieve these objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness.
- 3.2 The Annual Governance Statement (**Appendix B**) provides an overall assessment of Berneslai Homes' governance arrangements. The Statement includes an appraisal of the key controls in place to manage the principal governance risks and the effectiveness of systems and processes governing decision-making and financial control.
- 3.3 Berneslai Homes is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It is also responsible for ensuring that public money is safeguarded, properly accounted for and used economically, efficiently and effectively.

- 3.4 In discharging these responsibilities, Berneslai Homes has in place proper arrangements for the governance of its undertakings, which includes arrangements for the management of risk.
- 3.5 Corporate governance describes how Berneslai Homes controls what it does. Good governance provides the conditions for Berneslai Homes and its partners to work effectively, economically and ethically. Berneslai Homes should carry out its functions in a way that demonstrates accountability, transparency, effectiveness, integrity, and inclusivity. Good governance will support the company to pursue its vision and secure its agreed objectives.
- 3.6 Berneslai Homes' governance framework encompasses the systems and processes, and culture and values, by which Berneslai Homes is directed and controlled. This also includes accountable activities and engagement with the community. It enables the organisation to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.
- 3.7 The Annual Governance Statement demonstrates how Berneslai Homes is doing the right things, in the right way in a timely, inclusive, open, effective, honest and accountable manner.
- 3.8 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'.
- 3.9 Berneslai Homes have committed to the National Housing Federation (NHF) Code of Governance (2020). The Code is designed to help housing organisations achieve the highest standards of governance and board excellence. Berneslai Homes undertake an annual in-depth self-assessment of the code in consultation with EMT and Board. This assessment is audited annually by BMBC Corporate Assurance. The 2025 review found two areas of non-compliance identified during the self-assessment. This has resulted in two actions, which will be monitored by Board, with an update scheduled for September Board.
4. Current Position /Issues for Consideration
- 4.1 The Board is accountable for the Company's management and internal control system, delegating some of the tasks to Audit and Risk Committee.
- 4.2 The Annual Governance Statement (Appendix B) is for the Audit and Risk Committee and Board to acknowledge that it is responsible for the organisation's systems of internal control and to advise on the effectiveness of the systems in place.
- 4.3 The Annual Report and Accounts includes a statement (**Appendix A**) that Berneslai Homes has an effective system of internal control.

Modern Slavery Statement pursuant to Section 54(1) of the Modern Slavery Act 2015.

- 4.4 The Modern Slavery Act was introduced during 2015. It sets out a range of measures on how modern slavery and human trafficking is dealt with in the UK. Whilst the entire Act is not directly relevant for businesses, Section 54 entitled 'Transparency in supply chains etc.' impacts the corporate sector. Businesses must comply with the Act if it meets two criteria:
- Global Turnover of more than £36m;
 - and carries on a business in any part of the United Kingdom.
- 4.5 Berneslai Homes has achieved in excess of £36m turnover and is therefore legally obliged to publish a slavery and human trafficking statement for the financial year. The statement must disclose either the steps the business has taken during the financial year to ensure that slavery and human trafficking is not taking place in our operations and in our supply chain: or that we have taken no such steps. The statement for 2024-25 is attached at **Appendix C**.
- 4.6 The Act states that the statement must be approved by the Board of Directors (or equivalent management body) and signed by a Director or equivalent. Audit and Risk Committee are requested to recommend to Board that the Modern Slavery Statement is approved and is signed by the Board Chair.

Data Protection/Information Management

Data Incidents

- 4.7 The number of reported information security incidents for 2024/25 has been slightly higher than usual for Berneslai Homes but they have not reached the same levels as when reporting began. All actual data protection breaches have, however, been categorised as low in terms of severity. As a result, there has been no reporting to the Information Commissioner's Office.

Incident Type	2021/22 Quarterly averages	2022/23 Quarterly averages	2023/24 Quarterly averages	2024/25 Quarterly averages
Actual breaches	9	6	6	9

- 4.8 To ensure that incidents remain low in numbers and, especially in terms of severity, the Data Protection team have a management process and strategy in place which focuses on proactive rather than a reactive approach, as well as a no blame culture to ensure staff do report.

Records Management

- 4.9 The Senior Information Risk Owner (SIRO) Annual Report has been prepared to provide assurance to the SIRO and the Audit and Risk Committee that Berneslai Homes has sufficient policies and procedures in place to effectively manage its information. The report highlights key activities that have been delivered over 2024-25 and identifies actions for 2025-26 (**Appendix D**).

Annual Fraud/Whistleblowing Update

- 4.10 Berneslai Homes have investigated 67 incidents of tenancy fraud during 2024/25. The majority of these alleged frauds had insufficient evidence to pursue and 21 were referred back to BH to deal with/investigate as breach of tenancy rather than a POSHFA (The prevention of Social Housing Fraud Act 2013)/fraudulent activity.

Details	2022/23	2023/24	2024/25
Alleged application fraud – no evidence of fraud	6	2	6
Alleged non-residency – no evidence of fraud	8	21	16
Property recovered due to tenant's non-residency	2	3	1
Parting With Possession – no evidence of fraud	3	5	2
Parting With Possession – property recovered	1	0	1
Alleged fraudulent attempt to succeed tenancy – no evidence of fraud	9	2	2
Prevention of false attempts to succeed tenancy	0	2	0
Allegation of sub-letting - no evidence of fraud	10	5	12
Allegation of sub-letting – tenancy terminated	1	0	1
Referred back to Berneslai Homes to deal with as breach of tenancy	8	0	21
Ongoing	14	35	5
Total	62	75	67

- 4.11 There were 3 whistleblowing reports made during 2024-25. All reports were dealt with appropriately.
- 4.12 There was one referral to the BMBC Corporate Anti-Fraud Team regarding a staff-related fraud that was made in 2023-24, which was concluded in 2024-25. The ex-employee received a conditional caution from SY Police.

5. Action Plan

- 5.1 The 2024-25 Action Plan from the 2023-24 Annual Governance Statement report was reviewed quarterly by lead officers and is included as part of the quarterly risk update to Audit and Risk Committee. Progress on those actions is listed in Appendix B.
- 5.2 The 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. . To further enhance our governance processes, only those actions identified through internal control and assurance mechanisms will be included in our AGS Action Plan going forward. This approach is intended to minimise duplication and ensure that actions are monitored through the appropriate governance channels (Appendix B) to highlight our ongoing developments with regards to these areas of internal control.

6. Customer Voice/Impact

- 6.1 The aim of the review of internal controls is to scrutinise the internal risk management system and therefore customer views are not sought for this report. A number of internal controls seek to enhance the customer voice.

7. Risks

- 7.1 There is a risk that the Board, Audit and Risk Committee and management do not appreciate Berneslai Homes' key vulnerabilities and take appropriate action to manage them. The Internal Control Framework ensures that effective mechanisms are in place for the management of risk.

- 7.2 Therefore, where required these controls are monitored via as:

- The Strategic and Operational Risk Register reviews.
- As part of the Annual Governance Statement.
- Specific reporting to Board, such as financial reports, compliance reports, annual health and safety report and Business continuity etc.
- Performance monitoring.

- 7.3 Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to Internal Audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from Regulators.

8. Strategic Alignment

- 8.1 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.

9. Data Privacy

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

- 10. Consumer Regulatory Standards
- 10.1 This report relates to the Transparency, Influence and Accountability Standard: Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.
- 11. Other Statutory/Regulatory Compliance
- 11.1 To provide Board with assurance around our risk management arrangements.
- 12. Financial
- 12.1 There are no financial implications arising directly from this report.
- 13. Human Resources and Equality, Diversity and Inclusion
- 13.1 Human Resources Policies and Procedures, including Equality, Diversity and Inclusion are key internal controls and seek to mitigate any associated risks.
- 14. Sustainability Implications
- 14.1 No specific zero carbon implications from this report.
- 15. Glossary
- 15.1 The **CIPFA/SOLACE Framework** focuses on seven key principles of corporate governance. The Framework sets out the actions authorities need to follow to achieve 'Good Governance' when applying the seven key principles. These actions include a review of existing governance arrangements against the CIPFA/SOLACE Framework.
- 16. Associated Background Papers on Decision Time
- 16.1 [Assurance Framework template](#)
- 16.2 [Money Laundering Risk Assessment](#)
- 17. List of Appendices
- 17.1 Appendix A - Draft Statement for inclusion in the 2024-25 Report and Accounts
- 17.2 Appendix B – Annual Governance Statement for publication
- 17.3 Appendix C – Modern Slavery Statement 2024-25.
- 17.4 Appendix D – Senior Information Risk Owner Annual Report 2024-25.

APPENDIX A

DRAFT STATEMENT FOR INCLUSION IN THE 2024-25 REPORT AND ACCOUNTS

The Board is accountable for the Company's management and internal control system. The Chief Executive has responsibility for maintaining a sound system of control which supports the achievement of the organisation's aims and objectives. The systems are designed to manage rather than eliminate the risk of failure to achieve these objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness.

The Chief Executive has reviewed the Internal Control framework, developed by the Executive Team and taken account of comments made by Corporate Assurance and External Audit, External Accreditation, and is satisfied that appropriate governance arrangements are in place

Signed

Amanda Garrard
Chief Executive
Berneslai Homes

Annual Governance Statement 2024/2025 (Appendix B)

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
Principle 1: Behaving with integrity and respecting the rule of law	<ul style="list-style-type: none"> Codes of Conduct for Board members and officers reinforce a public service ethos and high standards of behaviour. 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. 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. 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. Berneslai Homes utilises the Council's Anti-Money Laundering Policy. Whilst also undertaking the linked Anti-Money Laundering Risk Assessment to ensure all risks are considered. We have an ongoing programme of fraud awareness, with the latest round of training for EMT, Leaders and staff taking place in March 2025. 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.
Principle 2: Ensuring open and comprehensive stakeholder engagement	<ul style="list-style-type: none"> Berneslai Homes consults regularly with stakeholders, including tenants, residents and employees. We publish an annual report and a Berneslai beacon newsletter for tenants. Customer Insight and Engagement Strategy (approved by Board). Berneslai Homes also utilises online communication channels such as e-bulletins, Facebook, and YouTube. There are several mechanisms in place for formal and informal feedback, including our tenant Voice panel, Check it Challengers and our Tenants Scrutiny team. We carry out regular surveys with our tenants on key areas of activity and an annual employee survey. Annual Tenant Satisfaction Measures (TSM) Perception Survey. Tenants also have rights to attend public Board meetings to ask questions. Board members take part in estate walkabouts and community events to listen and hear the tenant's voice. We are completing a review of our Customer Services committee where we will be making changes to increase the tenant voice for our Board.

Principle 3 Defining outcomes in terms of sustainable economic, social and environmental benefits:	<ul style="list-style-type: none"> • The Strategic Plan sets out our strategic vision of Creating Great Homes and Communities with the People of Barnsley. • 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. • These key objectives are designed to be both financially and environmentally sustainable and have been developed in consultation with partners tenants and colleagues. • 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. • A system of budget management and financial monitoring has been implemented with clear procedures. • A robust framework is in place with direct reporting to and consideration by the Board who meet on a quarterly basis. • Financial monitoring enables a realistic assessment of financial resources available to Berneslai Homes to allocate to services and projects. • 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. • 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.
Principle 4: Determining the intervention necessary to achieve intended outcomes:	<ul style="list-style-type: none"> • EMT meet monthly to monitor performance. • Monthly performance reports track the performance of priority activities and services through a suite of KPIs, and consider risks, achievements, and issues. • The key performance indicators include the Tenant Satisfaction Measures (TSMs), that are reported annually to the Regulator of Social Housing. • 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. • EMT monitors remedial actions being taken where slippage or under-performance occurs. • Senior management, Audit and Risk Committee and Board ensure Berneslai Homes remain focused on achieving its agreed objectives and priorities. • 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.

Principle 5: Developing capacity, including the capability of leadership and individuals within the organisation	<ul style="list-style-type: none"> • Berneslai Homes' 3C values underpin the way we work day-to-day. • The People Strategy sets out how we aim to achieve this and create an organisation and culture that provides excellent services to tenants. • Maximising capacity by working collaboratively is a key component of the Strategic Plan and several longstanding partnership working arrangements are in place. • 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. • 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. • 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. • 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. • The Berneslai Homes Leadership Forum is designed to support and develop leadership across the organisation. In person forums were introduced in 2025.
Principle 6: Managing risks and performance through strong internal control and financial management:	<ul style="list-style-type: none"> • 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. • Corporate Assurance assess the overall quality of internal control and makes recommendations for improvement as necessary. • Berneslai Homes has a strong track record in financial management, delivering services within budget and producing annual accounts within statutory deadlines. • 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.
Principle 7: Implementing good practices in transparency, reporting and audit to deliver effective accountability:	<ul style="list-style-type: none"> • 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. • 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. • 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. • Our Customer Services Committee, and Audit and Risk Committee summaries and decisions are also published on our website.

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.

Title of Review & Date of Formal Report	Assurance Opinion	No. / Priority of Implications and Control Adequacy / Application	Progress made since audit
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

Title of Review & Date of Formal Report	Assurance Opinion	No. / Priority of Implications and Control Adequacy / Application	Progress made since audit
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

Title of Review & Date of Formal Report	Assurance Opinion	No. / Priority of Implications and Control Adequacy / Application	Progress made since audit
			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 25th 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 th 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 th 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 st 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:

Action	Responsible officer	Implementation Date
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

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes the slavery and human trafficking statement for Berneslai Homes Ltd, for the financial year ended 31st March 2025. Our annual turnover exceeds the £36M threshold for this reporting.

Introduction

This statement sets out our commitment to eliminate, as far as possible, the risk of modern slavery and human trafficking taking place in our organisation and in our supply chain and the steps we have taken to ensure that slavery and human trafficking are not taking place in our organisation and in our supply chain.

Our Organisation

Berneslai Homes is an arm's length management organisation (ALMO) and wholly owned by Barnsley Metropolitan Borough Council. Berneslai Homes is a company limited by guarantee and is overseen by a Board of Directors. The implementation of policies and the day to day running of Berneslai Homes is delegated to the Chief Executive and the Executive Management Team.

Our Operational Scope

Berneslai Homes manages approximately 18,000 homes on behalf of tenants and Barnsley Metropolitan Borough Council.

Due Diligence Processes**Procurement Practices and our Supply Chain**

Our Procurement Strategy includes reference to modern slavery and human trafficking. We require new suppliers to declare that they are not involved in slavery or human trafficking and are fully compliant with the Modern Slavery Act 2015.

Our central Procurement Team supports the business to provide a robust framework for procurement activities and contract management. Our team work closely across the business to ensure we comply with legislation including the Procurement Act 2023.

Berneslai Homes works with a wide range of different suppliers and partners, details of which are published via the contracts register on our website. Our supply chains include suppliers of building materials, Agency staff, ICT and other office equipment, professional services, office cleaning and other office facilities services. Our contractors and suppliers are predominantly UK based.

We have highlighted that there are some areas of our operations that are more vulnerable to modern slavery than others, particularly regarding suppliers and sub-contractors for repairs and maintenance. Our standard terms and conditions for the procurement of goods and services include Modern Slavery Act provisions,

safeguarding and the legal and ethical requirements in this area. Specific procedures to mitigate the risks includes requiring subcontractors to undertake DBS checks on their staff, site cards which relates to their recruitment practices, and discussions around safeguarding. For supply of goods, we request confirmation that goods are sourced responsibly.

During 2024-25, we reviewed our supplier code of conduct to ensure it remains fit-for-purpose. The code of conduct sets out our expectations from subcontractors with regards to Modern slavery, Equality, Diversity and Inclusion and safeguarding. It also sets out how they can report any concerns to us. We continue to include our supplier and contractor code of conduct in our tender documents so that all our potential suppliers and subcontractors sign up to our commitment to reduce Modern Slavery in our supply chains.

We continue to use the Cabinet Office Procurement Specific Questionnaire (PSQ) to ensure that Suppliers share the right information when participating in procurement activities - Tackling Modern Slavery in Supply Chains (PPN 009).

Tenants

We have tenancy verification checks in place for sign-ups and undertake a number of operational activities where possible signs of slavery and human trafficking could be highlighted. These include:

- Financial inclusion and tenancy support delivered by our Tenants First Team.
- Neighbourhood management with area-based Officers, resulting in our officers knowing a large number of tenants.
- Collaborative working with BMBC Corporate Assurance.
- Annual advertised estate inspections where we might notice anything indicating modern slavery, and residents can attend and often report issues.

We have an embedded Vulnerability Protocol “Something Doesn’t Look Right” across the organisation where staff and contractors can raise any concerns to our Neighbourhood Teams.

Key policies to prevent modern slavery and human trafficking

Employees

Recruitment and selection policies play a crucial role in preventing modern slavery by ensuring ethical and legal employment practices, to avoid unknowingly employing individuals who are victims of forced labour, human trafficking, or other forms of exploitation. Our Recruitment and Selection Policy contains relevant requirements in terms of checking of eligibility (Right to Work checks that meet Home Office guidance) to work in the UK and carrying out of necessary checks such as Disclosure and Barring Service (DBS) on relevant employees, including agency and temporary employees.

References are requested on all employees, and this includes asking referees for any concerns about the applicant working with vulnerable people or children.

Salaries are in line with the Living Wage.

Agencies that we use as part of our recruitment process have procedures to prevent modern slavery.

We have a whistleblowing policy in place which, whilst not specifically focusing on human trafficking and modern slavery, sets out the process concerned employees, Board members and tenants can use to report any concerns of wrongdoing involving the organisation or its staff.

Tenants

Our opposition to modern slavery and human trafficking is recognised in our Vulnerability Protocol. This is also incorporated in our mandatory safeguarding training.

Concerns can be raised by an employee or contractor (usually by email) if they have concerns about a tenant i.e. "something doesn't look right".

We adopt the Council's Safeguarding Children and Adult Policies and work in partnership with them, including referrals. Safeguarding policies which are designed to protect children and adults who are at risk of abuse, neglect, or harm from others. Barnsley Council have ensured their safeguarding policies clearly outline their commitment to how they will meet their statutory duties and obligations including individuals involved in modern slavery/human trafficking. This includes exploring if a referral will be needed to safeguarding teams should a potential case of modern slavery be identified.

As part of our vulnerability protocol around safeguarding, we ask our staff to look for telltale signs of potential issues. There are several ways their concerns can be reported including completing our 'something doesn't look right' form and email.

Tenancy and Neighbourhood Management Policy

The Policy provides a framework to ensure tenants are supported by identifying early signs of vulnerability in line with the company's Vulnerability Strategy,

- There is a comprehensive training program for our customer facing officers which includes the 'Something doesn't look right' training so they are able to identify signs of vulnerability and know what action to take.
- Participating in Local Safeguarding Partnerships / Boards and subgroups.

Assessment of Risk within our organisation

Barneslai Homes operates a wide number of activities in delivering neighbourhood and property maintenance services. Some of our supplier's subcontract work or rely on recruitment agencies to supply temporary or permanent staff and is therefore a high-risk area. By the nature of their businesses, some of our suppliers are potentially at higher risk than others:

- maintenance,
- repairs
- and waste recycling.

Our contracts have equality, diversity and inclusion and modern slavery sections contained within them. As part of our contract management responsibilities, if a potential risk is identified any concerns will be reported and may result in termination of the supplier's contract.

Annually, we remind our staff of the Modern Slavery Act 2015, including the definitions of slavery and human trafficking.

During 2025-26 we will:

- Continue ongoing supplier engagement and improving our contract management procedures, including site visits by managers
- Continue to raise awareness with our staff through internal communications.
- Support and promote the national modern slavery website and helpline to the public: <https://www.modernslaveryhelpline.org/> 0800 0121 700 via our website and social media platforms.
- We will publish our statement to the government registry <https://modern-slavery-statement-registry.service.gov.uk/>

Effectiveness

The effectiveness of our policies and procedures will be monitored and any areas of concern addressed. We will continue to be vigilant to the risk of modern slavery.

Declaration

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes Berneslai Homes' modern slavery and human trafficking statement for the financial year ending 31st March 2025, as approved by the Board in September 2025.

Signed on the Board's behalf, by:

.....
Ken Taylor
Chair of Berneslai Homes Board



Senior Information Risk Owner Annual Report 2024/2025

1. Introduction

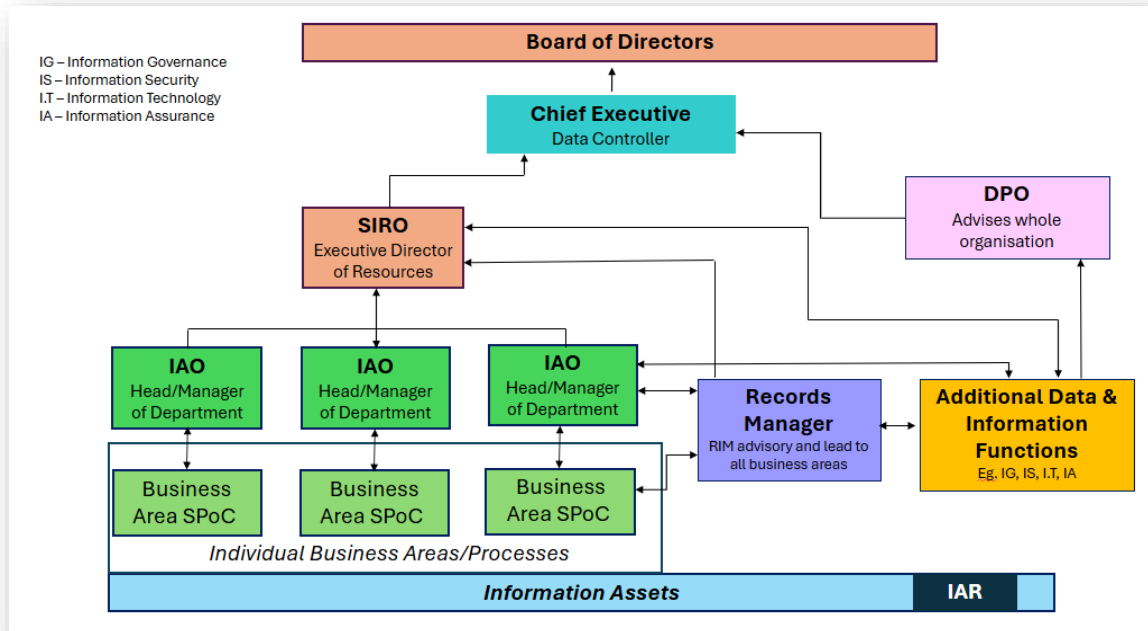
- 1.1 The Senior Information Risk Owner (SIRO) is responsible for understanding the organisation's strategic views and objectives and assessing how these goals might be affected by information-related risks. They hold overarching responsibility for these risks and their mitigation strategies and are also tasked with briefing the Chief Executive on the potential organisational impact.
- 1.2 This report is prepared to provide assurance to the SIRO and Audit and Risk Committee that Berneslai Homes has sufficient policies and procedures in place to effectively manage its information.
- 1.3 The SIRO forms part of the quorum for the SIGMG - Strategic Information Governance Management Group, where they receive statistical reports and updates on all areas of information governance. The Head of Governance & Strategy assumed the role of SIRO and chaired the SIGMG on an interim basis until the position was permanently filled.

2. Roles and Responsibilities

- 2.1 Good information management is the responsibility of all Berneslai Homes officers. Select individuals, however, have specific roles which help to improve the management of information throughout the organisation and provide support to the SIRO. These include, but are not limited to:
 - Head of Strategy, Governance & IT- The Head of Strategy, Governance and IT oversees the management of information Governance functions. They lead and direct data and information activity across the organisation and report to the SIRO when required. The Head of Strategy, Governance and IT held the SIRO role until August 2025, when the Executive Director of Resources was appointed and took over the role.
 - Records and Information Management Lead – Responsible for the governance, policies, and design processes regarding the management of information across the organisation, including overseeing the Information Asset Owner network.
 - Data Protection Officer – The statutory Data Protection Officer is the nominated contact for communications with the Information Commissioner's Office (ICO), as well as supporting the organisation with information related rights.
 - Information Asset Owners – Information Asset Owners (IAOs) are responsible for understanding what information is held, managed, and exploited within their business area. In addition, IAOs will look at ways

to mitigate information risks, seek advice and guidance when required, and report any potential corporate information risks to the SIRO.

The coordinated approach to managing information risks is captured below.



2.2 The Executive Director of Resources currently holds the role of SIRO. However, this position has only been occupied for part of the financial year, which has reduced their input. The Head of Governance & Strategy temporarily carried out the role of SIRO until the position was filled.

3. Key Achievements

- **Data Strategy:** The organisation's Data Strategy was approved in May 2024, with the first-year actions focusing on understanding and rectifying data inaccuracies. Key achievements include a data quality audit and the implementation of a data quality tool called 'Data Logic' by 3C.
- **Retention and Deletion:** Significant progress has been made in reducing the number of out-of-retention records. HouseFiles saw a reduction by a quarter, and NEC anonymised nearly 200,000 obsolete records.
- **CRM Discovery:** A discovery project was undertaken to understand the organisation's data flow, focusing on the customer's journey. This

project explored the potential of implementing a CRM system and identified areas for improvement.

- **Policies and Procedures:** All policies and procedures related to Information Management, Data Protection, GDPR, and Information Security have been kept up to date. New documents created include a Data Definitions Document, Digital Continuity Guide, and quick reference guides for Email Management and Scanning.
- **Training:** The organisation continued its training on information and data-related activities. An e-learning package for Information Asset Owners (IAOs) was developed and made mandatory. In-person sessions for Data Protection Impact Assessments (DPIAs) were introduced, and all staff completed updated GDPR e-learning.
- **Personal Data Breaches/Incidents:** There has been a slight increase in personal data breaches, but all incidents were assessed within the 72-hour statutory framework and classified as 'low' risk. No financial penalties or enforcement actions resulted from these breaches.
- **Data Protection:** Key achievements in data protection include continual meetings with Line Managers and Responsible Officers, discussions and one-to-one training on simple security steps, and the provision of resources to refresh security and data protection understanding.

4. Assurance Practices

4.1 This report assures the SIRO and Audit and Risk Committee that Berneslai Homes has effective Information Governance policies and procedures. Appendix A summarises the findings of the Corporate Assurance review completed in 2024/25; Appendix B summarises the activity to mitigate the operational data risk and Appendix C provides the statistics for information requests received during 2024/25.

4.2 The following demonstrate how Information Risk is managed through the measures listed below.

- **Governance Framework:** A governance framework is in place, with roles and responsibilities assigned to key individuals, including the SIRO, Head of Governance & Strategy, Records and Information Management Lead, Data Protection Officer, and Information Asset Owners.
- **Strategic Information Governance Management Group (SIGMG):** The SIGMG group meets twice a year to discuss the organisation's data and information risks, ensuring assurance measures are in place. The

group is responsible for establishing a comprehensive Information Governance framework.

- **Policies and Procedures:** Up-to-date policies and procedures related to Information Management, Data Protection, GDPR, and Information Security ensure compliance with relevant regulations and best practices.
- **Training and Awareness:** We continue to provide training in all aspects of information management, ensuring that staff remain informed and prepared.
- **Information Asset Register:** This register is updated regularly and lists all information held by the organisation.
- **Incident Management:** All personal data breaches are assessed within the 72-hour statutory framework and have been classified as 'low' risk, ensuring effective incident management.
- **Managed Phishing exercises** with follow up awareness sessions and training.
- **Continuous Monitoring:** Ongoing monitoring and analysis of SARs, FOIRs, data incidents, and DPIAs ensure that the organisation remains vigilant and responsive to emerging risks.

5. Forward Planning

5.1 The activities listed below outline key activities being undertaken to reduce information related risks and issues.

- Enhance the implementation of Data Logic to substantially improve the quality of data within the organisation.
- Implementation of Data Champions across the organisation who will help support and promote data initiatives.
- Investigate what innovative practices would support teams to work more proactively with data and understand an end goal.
- Explore innovative practices that would enable teams to work more proactively with data to achieve a defined goal, while also understanding and addressing the specific needs of each team.

- Continue to monitor the rise in SARs and FOIRs to ensure timely responses during periods of increased requests and leverage new technology to quicken information retrieval.
- Investigate the implementation of sensitivity labels across data to ensure it is appropriately protected and easily understood by others.
- Continue to enhance and expand the NEC housing system and consider advancing small-scale CRM implementation (cost and resource dependent).
- The continuation of the deletion of obsolete records and data. This work will expand to cover more areas and systems including SharePoint as a whole.

6. Conclusion

- 6.1 This report aims to assure the SIRO of the ongoing efforts to address and mitigate the organisation's current information risks. Over the past 12 months, key activities have been undertaken to demonstrate a clear understanding of 'at risk' areas and to enhance current processes related to information handling. The initiatives detailed in Section 5 are expected to further ensure that continuous improvements in information services will be achieved across all levels at Berneslai Homes.

Appendix A – Data Integrity & Quality Assurance review 2024/25

Positive Findings

The following areas of good practice were identified during the review:

- A Data Management Framework and associated operational procedures and protocols had been developed that incorporated requirement of legislation.
- There was clear guidance for officers on recording, managing, monitoring, and reporting on data.
- Policies, protocols, and procedures were up to date and approved by relevant parties, and these were easily accessible to all Officers.
- Data was being stored (in line with policy and procedure) in the correct systems and locations including SharePoint and the NEC System and not on OneDrive, desktops, spreadsheets etc. to ensure accessibility, security, and accuracy.
- Errors and inaccuracies identified during data cleansing activities are investigated and appropriate action is taken to avoid further errors and corrections.
- The information held in systems is detailed, credible and meets the requirements in terms of management reporting and also external returns / reports etc.
- Appropriate access controls were in place to limit users access to data and information that is not necessary to their role.
- Risks, issues, and concerns relating to data were being effectively and efficiently monitored and managed.

Overall Conclusion

The review concluded that a robust Data Management Framework and associated operational procedures existed to provide clear guidance for officers in ensuring data and information is accurately recorded, managed, monitored, and maintained. Additionally, the review confirmed that there are appropriate access controls in place in limiting users access to data and information that is relevant to their role.


A Data Strategy 2024-2029 was developed and published by the Company which outlined the proposed objectives in exploiting opportunities in ensuring the accuracy, completeness, and availability of data but to also enable better decision making, operational efficiencies and improve tenant services. It is acknowledged that a number of activities have been undertaken by the Governance Team in achieving these objectives. For example, data cleansing exercises have been undertaken by the Company in identifying over 200,000 records / data that are out of their retention period / no longer necessary.

However, it has been identified that there is an over reliance on the Governance Team, including the Record and Information Management Lead, in identifying and disposing of data securely, when this should be undertaken by Services and / or the assigned

Information Asset Owners. Additionally, there are no automatic retention policy and / or labels applied to data and records to automate the process. It is noted that BMBC IT Support are to apply these to the Company's systems. In addition, a number of inconsistencies and enhancements have been identified during the review for management consideration including: -

- The Information Asset Register has not been kept up to date to reflect the departure of Information Asset Owners.
- The Information Security Management System (ISMS) has not been kept up to date to reflect the departure of System Administrators / Contacts.
- Lack of clarity and robust processes in place for the applying, managing, and monitoring of NEC Reports produced to identify potential data quality issues.
- There is a reluctance from some Officers in utilising the availability of technology as part of their processes and thus has resulted in an over reliance on the use of paper records. It has been identified that there are opportunities for enhancement with development of how-to-use guides for tablets and delivering refresher training on minimising the use of paper records.

Appendix B - Current Risks



Operational Concerns and Issues Register
 User Guide

Risk Appetite
 Descriptors

Back

Main

Action 1

Action 2

Action 3

Action 4

Action 5

Action 6

Edit Record

Title of Concern/Issue/Focus

Directorate/Project

Strategic Objective

Ambitions

We are holding records that are out of retention

Corporate Services

Well Managed

Technology and Innovation

Concern Level

Active/Closed

Active

Last Modified


Same Concerned >

11/07/2025 10:26

Description

Updated following zero-based risk review Oct 2024.

- We have systems that do not auto delete, therefore relying on individuals to manage their documents.
- If we hold it, we have to provide it.
- There is a cost for additional storage space.
- Impact – potential legal and financial impact.



Strategic Concerns and Issues Register
 User Guide

Risk Appetite
 Descriptors

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Main

Action 1

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Action 3

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Action 5

Action 6

Edit Record

Type of Issue

Governance Domain

Risk Appetite

Issue/Concern Owner

Strategic Risk Area

Strategic

Performance Management and Data Quality

Averse

Executive Director of Resources

Delivering services to tenants

Title of Concern/Issue/Focus

Directorate/Project

Strategic Objective

Ambitions

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)

Corporate Services

Well Managed

Technology and Innovation

Concern Level

Active/Closed

Active

Last Modified

Same Concerned >

11/07/2025 15:23

Description

New risk 10.10.22 (zero based risk review)

- Sufficient resources to implement data strategy and action plan
- Not meeting customer expectations - Poor reputation and satisfaction.
- Data regarding both customers and assets.

 24.11.23: Less concerned as actions being undertaken to mitigate
 04.04.24: Increased concerned due to delays in Phase 2 or NEC which will impact CRM and Assets.

Main

Action 1

Action 2

Action 3

Action 4

Action 5

Action 6

Edit Record

Type of Issue Operational	Governance Domain Regulatory Compliance	Risk Appetite	Issue/Concern Owner Executive Director of Resources	Strategic Risk Area Data and cyber security (Open) ▼
Title of Concern/Issue/Focus Increase in SARs and FOIs		Directorate/Project Corporate Services	Strategic Objective Well Managed	Ambitions Employment and Training ▼
Concern Level Same Concerned >		Active/Closed	Active	Last Modified 01/07/2025 12:19

Description

24.10.24 updated risk (zero based risk review)

- Increase in Disrepair claims, complaints, media knowledge / social media, and employee requests.
- Impact – workload and staff morale

Appendix C: Statistics of information requests

Type of Request	No. of Requests Q1 2024/25	No. of Requests Q2 2024/25	No. of Requests Q3 2024/25	No. of Requests Q4 2024/25	No. of Requests Average Quarter 2024/25	No. of Requests Average Quarter 2023/24*	No. of Requests Average Quarter 2022/23*	% Completed in time
Freedom of Information (FOI)	23	11	11	12	14	12	10	100%
Subject Access Request (SAR)	17	23	16	15	18	14	9	100%
Cross cut requests from BMBC for BH data	3	2	4	5	4	4	3	100%
Total	43	36	31	32	36	30	22	100%

BERNESLAI HOMES POLICIES & PLANS



Governance Succession, Recruitment and Induction Policy **~~2023-2025~~2025-2028**

Document Control

Title	<i>Board Succession, Recruitment, and Induction Policy</i>
Responsible Officer	<i>Head of Governance and Strategy and Company Secretary</i>
Author	<i>Claire Denson, Risk and Governance Manager</i>
Subject	<i>Board Succession, Recruitment, Induction</i>
Information Asset Owner	<i>Samantha Roebuck</i>
Approved by	<i>Board</i>
Approved date	<i>May 2023</i>
Review date	<i>Three years approval date</i>
Review responsibility	<i>Company Secretary</i>
Applicable to	<i>Board Members</i>
DPIA Completion Date	<i>Not required follows company recruitment procedures</i>
EIA Completion Date	<i>As aboveCompleted 12.09.2025</i>
Regulatory Framework	<i>Insert the regulation that applies to this policy</i>

Revision History

Date	Version	Author	Comments
24/02/23	1.0	Claire Denson <u>Risk & Governance Manager</u>	Officer approval: S Roebuck, K Sihota, A Garrard.
05/05/23	1.0	Risk & Governance Manager <u>Claire Denson</u>	Approved by Remuneration Cttee
23/05/23	1.0	Risk & Governance Manager <u>Claire Denson</u>	Approved by Board
<u>202525/09/25</u>	1.1	Risk & Governance Manager <u>Claire Denson</u>	To be approved by Board. Updates made: 1) 5.1.6 – update from revised Mem and Arts. 2) Removal of Remuneration Committee and directed straight to Board for approval. 3) 5.2.4 & 5.2.5 & 5.2.6 & 5.2.7 – Further details added of how BMBC require the Cllr recruitment process to be followed. 4) Policy to be re-approved by Board 3-yearly in-line with DTP guidance (unless there is a significant change), and interim reviews approved by the Board Chair.

Consultation and distribution

Type	Details
Consultation	<i>Head of Gov and Strategy <u>Strategy Governance and IT</u>, Chief Executive, Exec Director of Corporate Services, <u>Chair of the Board</u>, Resources <u>Remuneration Committee</u><u>Board</u></i>
Distribution	<i>Board</i>

1. Policy Aim

Berneslai Homes aims to have strong and highly effective governance in place, to ensure that we meet our aim of achieving organisational strength and be in the best possible position to deliver our Strategic Plan. To do this, we need to ensure that we recruit a diverse range of Board and Committee members with the right skills, competencies and behaviours and that we induct them to ensure that they can be an effective Board / Committee 'member'.

This policy provides a framework for the effective succession, recruitment and induction of members to enable us to fulfil our governance responsibilities.

To do this, recruitment to member vacancies requires succession planning, and must be open and transparent and based on the Board's considered view of the skills, competencies and behaviours required to fully discharge the governance functions. We aim to reach and appoint a diverse range of people to ensure that we have a wide range of skills and lived experiences across our governance structure that represents the communities that we serve.

All recruitment must take place in accordance with the requirements contained in relevant governing documents and in accordance with the Succession planning process.

New members will receive a tailored induction programme from day 1, to support them to be effective members of our Board within their first 12 months.

2. Scope

This policy includes all board and committee member vacancies, including independent members, co-opted members and tenant members.

These appointments will be made by the Board after consulting the most recent skills assessment, and appointments will be made in accordance with the relevant Terms of Reference.

The term 'member' is used throughout this document and applies to all categories of board and committee member unless otherwise stated.

3. Related Documentation

- Board and Committee Member Skills Matrix
- Memorandum of Articles and Association
- Induction checklist
- Board Annual Development Plan (Annual)
- Board and Committee Terms of References
- Board and Committee Role Profiles

4. Compliance

- NHF Code of Governance 2020
- NHF Code of Conduct 2022

5. Policy Detail

The Board will review and approve recruitment to any vacancy within the scope of this policy before it is advertised and will delegate the oversight of the recruitment as detailed below.

5.1 Succession Planning

5.1.1 It is important to be proactive in looking ahead at future needs in terms of Board and committees' composition, skills and experience. The aim is to balance the need for experienced members with that for new thinking and independent challenge and also provides for review whenever we are about to undertake new activities or become exposed to new risks.

5.1.2 Succession planning is a way of ensuring that the Board and committees remain effective and able to achieve high standards of governance. Planning ahead for succession is vital and it is essential to know when members are due to retire/be aware of terms of appointments, including the maximum tenure which for members has been agreed at 6 years, with the potential to extend annually up to 9 years.

5.1.3 To assist in identifying the most appropriate individuals for appointment to the Board and its committees, we operate in accordance with the following:

- Terms of References
- Role Profiles
- Current Member Skills Matrix
- Memorandum and Articles of Association

5.1.4 The skills matrix considers sector best practice, the strategic plan and member role profiles. Members annually self-assess their skills against the skills matrix, which feeds into the annual individual and collective member development plans. Responses are also combined and analysed to identify gaps, which is used as an important tool for succession planning.

5.1.5 We will aim to recruit trainee and apprentice members when possible. Successful candidates will be encouraged and offered support to facilitate their development to enable them to be considered for a future role on the Board/committee.

5.1.6 The Memorandum and Articles of Association requires:
'Where possible, the recruitment process for council nominees shall commence 9 months prior to the retirement of the exiting council nominee. This will allow for a 6-month shadow period (as a non-voting board member)

for the newly nominated council representative. Appointment will be by a competitive recruitment.'

~~5.1.5~~5.1.7

~~5.1.6~~5.1.8 The Board is responsible for succession planning and ~~has delegated the responsibility for making~~will approve any recommendations around such planning ~~to the Remuneration Committee.~~

~~5.1.7~~5.1.9 Board Member extensions

~~5.1.7.15~~5.1.9.1 Where there is a risk to effective succession, such as multiple member recruitment needs within a short time, the Board Chair can recommend the annual extension of a member beyond the standard six years up to nine years. This will be approved by ~~the Remuneration Committee~~Board. The member must have recent positive appraisal feedback.

~~5.1.7.25~~5.1.9.2 The BH Governance team will contact the BMBC Governance and Member Support team with the extension approval, who will request full Council approval on our behalf where required.

5.2 Recruitment Process

5.2.1 Agreeing what skills and competencies we need

The Board and Committees need a diverse membership with the collective skills and attributes needed to govern effectively.

Before each member vacancy is advertised, the Chair of the board or committee will work with the Company Secretary to identify the skills and experience required within the board or committee. The most recent board or committee effectiveness review and skills assessment should be used to aid this discussion.

The competency framework for board and committee members will also be used throughout the recruitment process to ensure that we recruit effective members who demonstrate the company values.

5.2.2 Ensuring compliance

Before any recruitment goes live, all relevant documents, including the Memorandum of Articles and Association and terms of references, must all be checked and complied with.

5.2.3 Reaching a diverse range of candidates

Member vacancies will be openly and widely advertised, including via the website, relevant social media channels, relevant local and regional networks, such as diversity groups. Recruitment campaigns may be created to target specific skills, experience, and audiences.

Councillor vacancies will be advertised to all BMBC Councillors via the BMBC Governance team.

Any previous member who resigned or retired from the Board or committee is not eligible to be re-appointed for at least three years from the date that their appointment ended in accordance with the Memorandum of Articles and Association.

5.2.4 Applications

Berneslai Homes will embrace modern methods of recruitment to ensure that its governance recruitment is competitive within the market.

For member vacancies, as a minimum, potential applicants will be asked to submit the following:

- An expression of interest letter detailing their interest in the role and the skills and experience they could bring that is relevant to the role.
- A copy of their CV.
- A declaration agreement, including eligibility to service as a member; and an equalities monitoring form to help us monitor the diversity of applicants and members appointed and to identify any potential gaps.

For Councillor Vacancies:

- The BH Governance Team will produce the vacancy advert and all associated documentation.
- The advert will be agreed with the Council's Shareholder Representative and passed to the BMBC Governance Team to distribute to all BMBC Councillors.
- The applications are received by the BH Governance Team.

5.2.5 Shortlisting

The Company Secretary will support the relevant Board or committee chair to shortlist candidates who apply for roles. All applicants that meet the skills, competencies and role specification requirements will be shortlisted.

For Councillor vacancies, ~~BMBC will advise of shortlisted applicants~~ shortlisting takes place (if required) by the panel members, and a maximum of 6 candidates will be interviewed. Shortlisting will be based on an assessment of experience and competencies aligned to the role.

Virtual interviews or first stage interviews in person may be used where a significant number of applicants are shortlisted for a role.

5.2.6 Interviews

All shortlisted candidates will be interviewed and assessed for their suitability in accordance with the Board and Committee skills and competencies framework and our corporate values.

For Board vacancies, the interview panel shall consist of the Chair of the Board and the Chief Executive (or their nominee); the appropriate committee chair or Senior Independent Director; and a BMBC representative for senior board member positions.

For Committee vacancies, the interview panel shall consist of the Committee Chair and the relevant member of EMT or their nominee.

For Councillor vacancies, all shortlisted applicants will be interviewed by a panel consisting of the Chair of the Board, the council's Shareholder Representative and a representative of the Berneslai Homes Executive Management Team.

Additional or substitute board or committee members can be included in an interview panel where appropriate.

5.2.7 Appointment

The ~~Remuneration Committee oversee~~Board oversee the recruitment of members ~~in conjunction with the Chair of the Board~~ and make ~~where required~~ recommendations for appointment to the Board.

Following the recruitment process, the interview panel will recommend the candidate(s) for appointment to the ~~Remuneration Committee and~~ Board ~~Chair~~, who will approve and recommend to the ~~board~~ Council for final approval where required.

~~Councillor candidates must be approved by BMBC and ratified at the next Council meeting following the conclusion of the recruitment process. For Councillor candidates, following interview, a report will be presented to Full Council recommending appointment of the preferred candidate.~~

5.3 Induction and On-boarding Process

New members will require time and support to become fully effective in their role and Berneslai Homes is committed to ensuring that this process is effective. The induction process usually takes place over the first 12 months, depending on the individual's needs.

Apprentice and trainee roles will require additional support and training before commencing their role as a board or committee member, which will be on the condition that they have completed their traineeship successfully. A bespoke support package will be developed based on individual requirements, such as:

- Assigning a mentor(s) to guide them through reports and meetings
- Observing board and committee meetings to become comfortable with how they work

- Bespoke learning and development as required based on their initial self-assessment and anything identified whilst learning about their role and Berneslai Homes.
- Additional development meetings with service managers as required

New members will attend welcome meetings with the Chair of the board, the Executive management Team and where relevant the chair of the assigned committee. The meetings will be an opportunity for members and officers to get to know each other, to share key information and updates and for the new member to ask questions in an informal setting.

The Governance Team will prepare the relevant appointment documentation, provide IT equipment and associated system access, and ascertain any initial support and development needs of the new member. They will commence the [formal induction checklist](#) as soon as the member is appointed.

The member will be signposted to the governance handbook, which is available for members within Decision Time Resources, which contains key corporate and governance documents and information to support members in their role.

For any members who may be new to a governance role, there will be an opportunity to connect with an experienced member, who can provide further support and guidance during the member's first year. This will be discussed during the induction meeting with the [Head of Governance and Strategy](#) [Executive Director of Resources](#) who will then co-ordinate connecting members where required.

The induction and on-boarding process works in conjunction with the board and committee appraisal process. Members will take part in the [6-monthly annual](#) member appraisal process with the Board Chair, giving them the opportunity to check in and discuss their induction progress and discuss competencies, behaviours and any further learning and development needs.

5.5 Monitoring

The Company Secretary will be responsible for updating any operational documentation related to this policy.

The [Remuneration Committee](#) [Board](#) will monitor the implementation and effectiveness of this policy.

The Board will be responsible for approving this policy.

Berneslai Homes will annually publish information about the appointment of new board members within the BH Annual Report. The diversity of members is reviewed and published annually as part of the Governance KPIs. The skills and attributes of all the board members is reviewed annually and reported to Public Board.

6. Data Protection Statement

Berneslai Homes manages all the data referred to in this policy in accordance with the General Data Protection Regulations 2018. For more information on how we handle information, please see the Data Protection Policy and associated documents. [Link to Privacy Statement](#).

Appendix C - Combined Skills Self-Assessments

	Mark	Ken	Jo	Adam	Richard	Dave	Rebecca	Gez	Kevin
Core skills and Experience									
Direct knowledge of the tenant experience and residents needs and concerns	Good	Good	Good	Working	Good	working	expert	Good	Good
Knowledge of (and links within) Barnsley and the communities served by Berneslai Homes	Good	Good	Little or no	Working	Expert	Working	good	Good	Expert
Governance and Leadership	Expert	Expert	Expert	Expert	Expert	Little or no	good	Good	Good
Strategic Management, including Quality Assurance, Performance and Change Management	Expert	Expert	Expert	Expert	Expert	Little or no	working	Good	Good
Technology and Innovation, IT and cyber security, Information Governance incl. data protection	Good	Working	Working	Good	Good	Working	good	Good	Good
Compliance with ED and I	Good	Good	Good	Good	Good	??	good	Good	Expert
Asset management	Expert	Good	Working	Good	Good	Little or no	good	Good	N/A
Health and safety	Good	Good	Working	Good	Good	Working	expert	Good	Good
Accounting	Good	Good	Little or no	Expert	Good	Little or no	working	Good	Good
Business management skills, including risk management, internal control assurance, and business continuity	Expert	Good	Good	Expert	Expert	Little or no	good	Good	Good
Experience of financial management, financial reporting, and control systems	Expert	Good	Little or no	Good	Good	Little or no	working	Good	Good
DLO Services (repairs and maintenance)	Expert	Good	Working	Working	Good	Working	good	Good	N/A
Zero carbon and sustainability	Good	Good	Little or no	Working	Good	Little or no	working	Working	Good
Building Safety and Compliance (keeping customers safe)	Expert	Good	Good	Good	Good	Working	expert	Good	Good
Growth of homes and services within the social housing sector	Good	Good	Working	Good	Good	Working	good	Working	Good
Knowledge of the operating environment of the social housing sector and its regulation	Good	Good	Good	Expert	Expert	Little or no	good	Working	Good
Housing management, including lettings, Income, ASB	Good	Good	Working	Working	Good	Little or no	expert	Working	Good
Improving opportunities for employment and training	Good	Good	Working	Little or no	Good	Little or no	good	Expert	Working
Desirable skills and experience									
Strategic human resources and organisational development	Good	Good	Expert	Good	Good	Little or no	expert	Good	Good
Community development and capacity building	Working	Good	Little or no	Working	Good	Little or no	expert	Good	Good
Procurement	Good	Good	Working	Working	Good	Working	good	Good	Working
PR, marketing, media, and communications	Good	Good	Good	Working	Good	Little or no	expert	Good	Good
Supported housing, and links with health services	Working	Good	Little or no	Working	Good	Little or no	expert	working	Good

BERNESLAI HOMES POLICIES & PLANS



Board Remuneration Policy

~~2023 to 2025~~ 2025 to 2028

Document Control

Title	Board Remuneration Policy
Responsible Officer	Head of Governance and Strategy Strategy, Governance and IT
Author	Risk and Governance Manager
Subject	Board Remuneration
Information Asset Owner	Head of Governance and Strategy Strategy, Governance and IT
Approved by	Head of Governance and Strategy Strategy, Governance and IT
Approved date	May 2023
Review date	May 2025
Review responsibility	Risk and Governance Manager
Applicable to	Board and Committee Members
DPIA Completion Date	N/A
EIA Completion Date	N/A
Regulatory Framework	NHF Code of Governance

Revision History

Date	Version	Author	Comments
12.01.23	1.0	Claire Denson Risk & Governance Manager	Approved by EMT for approval by Remuneration Committee
05.05.23	1.0	Risk & Governance Manager Claire Denson	Approved by Remuneration Committee
23.05.23	1.0	Risk & Governance Manager Claire Denson	To Board for comments
		Risk & Governance Manager	<p><u>To be approved by Board.</u></p> <p><u>Updates made:</u></p> <p><u>1) Removal of Remuneration Committee and directed straight to Board for approval.</u></p> <p><u>2) 2.3 and Appendix A – new role of involved tenants on the CSC.</u></p> <p><u>3) Policy to be re-approved by Board 3-yearly in-line with DTP guidance (unless there is a significant change), and interim reviews approved by the Board Chair.</u></p> <p><u>4) Role of Independent Committee Chair deleted due to post being deleted.</u></p>

Consultation and distribution

Type	Details
Consultation	EMT and Board
Distribution	EMT and Board and Committee Members

1. Purpose of the policy

- 1.1 Board remuneration is an important tool in ensuring the Board and its committees are able to recruit and retain appropriately skilled, knowledgeable and experienced individuals to support delivery of the Strategic Plan. In view of the shortage of skills in the marketplace and the ~~increasing~~ competition for talented board members, remuneration could be a deciding factor for those we wish to recruit and retain.
- 1.2 This policy covers the remuneration of all non-executive board and committee members, including co-optees. It provides for varying levels of payment to be made depending upon the levels of responsibility and accountability held by each board member.
- 1.3 The policy sets out the general principles that will apply to board and committee 'member' remuneration and because of the significance of this issue in terms of probity and integrity, these principles and adherence to this policy may not be compromised or varied for individuals.

2. Policy detail

- 2.1 Remuneration levels will be reviewed as a minimum every three years by the ~~Remuneration Committee~~Board, in conjunction with an external consultant. Remuneration levels will be benchmarked for guidance purposes only against relevant comparators. Any recommended changes will be approved by the ~~Remuneration Committee and then to Board for Information. If the recommended changes are not accepted in full, they will be escalated to Board for approval, on a recommendation from the Remuneration Committee.~~
- 2.2 Remuneration needs to provide reasonable reward for the time and commitment which board and committee members make.
- 2.3 Members will receive a fixed amount differentiated for the following roles:
- Chair of the Board
 - Senior Independent Director (SID)
 - Chair of Audit and Risk Committee
 - Chair of Customer Services Committee
 - Board member (includes tenants, councillors and independents)
 - Independent Committee member / Chair
 - Two Independent Tenant Members of the Customer Services Committee will receive remuneration. The other two Independent Tenant Members will not be remunerated.
- 2.4 Members will be paid for one role only. For example, they will not receive additional remuneration for any committee position.

2.5 Remuneration is linked to the carrying out of specific duties which are set out in associated Role Profiles and Terms of Reference for Board and Committees.

2.6 All non-executive members will sign an agreement for services, with specific reference to remuneration and the standards expected in fulfilling their roles and responsibilities, creating greater levels of accountability to the organisation, stakeholders, and tenants.

2.7 Members will be expected to demonstrate a high level of commitment and attendance at meetings and events, and to fully engage with all induction, training, development and appraisal activity as set out within policies and procedures.

2.8 The remuneration of members will be published in the annual audited financial statements.

3. Eligibility for payment

3.1 Members have been issued with an agreement for services, which provides an entitlement to receive payment for undertaking their duties and obligations. If any members wish to donate their payment to a charity, they should be aware that it may still trigger PAYE and NIC liability.

3.2 Any member who is in receipt of benefits or tax credits may find that payment results in a reduction in their entitlement. Declined payments may still be taken into consideration for the purposes of calculating benefit or tax credit entitlements.

3.3 Any member wishing to donate payment or decline payment must notify the Company Secretary by email of their decision before any duties are performed. Failure to do this will mean that we will be liable for PAYE and NIC.

3.4 It is the responsibility of individual members to obtain advice from the relevant government agency and/or our own Benefit Advisor or seek independent financial advice on the implications of accepting, donating or declining payment.

3.5 By a board resolution, payment may be withheld or reduced as a sanction in the event of a breach in the code of conduct, poor attendance, or other matters in relation to a members' performance or effectiveness.

3.6 Board members will be reimbursed for reasonable and properly authorised and documented expenses incurred in performing their duties. The full details are available in the Board Expenses Policy.

4. Levels of payment

- Market factors including any independent analysis of remuneration levels with the sector or other similar public sector organisations
- Organisational turnover and affordability

- Levels of responsibility and accountability of members

A schedule of payment is available as a supplementary document (**Appendix A**).

5. Review

5.1 There will be no automatic index linked increases in members' remuneration.

5.2 Remuneration levels, including differentials, will be reviewed every three years by the [Remuneration Committee Board](#) and/or an independent governance benchmarking professional. Any recommended uplift would be approved by the [Remuneration Committee Board](#) and the uplift to be applied from 1 April. The review will consider the prevailing environment for recruitment and the benchmark for payment amongst competing local associations.

6. Related documents

6.2 Terms of References for Committees and Board

6.3 Agreement of Services

6.4 Board Code of Conduct

6.5 Memorandum of Articles and Association

6.6 Board Expenses Policy

Appendix A

Board Member Remuneration Schedules ~~as agreed from April 2023 to March 2026~~ [2023 – 2024](#)

Base Payments	Annual Fee
Chair of the Board	£11,500
Senior Independent Director	£4,700
Committee Chair (if a board member)	£4,200
Board Member	£3,700
Independent Committee Chair	£2,500
Co-optee to the Board	£3,000
Independent Tenant Member of the Customer Services Committee	£1,850

Notes:

- Payments are reflected in the Agreement of Services
- There are no supplementary payments for membership of working groups, other time limited panels, groups or forums or external bodies

- Board members will be reimbursed for reasonable and properly authorised and documented expenses incurred in performing their duties. The full details are available in the Board Expenses Policy.

Board Diversity profile

BOARD DIVERSITY	2022	2023	2024	2024-2025	Customer Base 2024 comparative (main tenant)	Target
	Gender					
Male	50%	70%	64%	67%	61%	50%
Female	50%	30%	36%	33%	39%	50%
	Ethnicity					
White British / English	70%	80%	82%	100%	87%	<90%
White Other	10%				2%	10% non-white British
Bangladeshi	10%	10%	9%		0.02%	
White and Black African	10%	10%	9%		0.10%	
Other					11%	
	Disability					
None	90%	80%	73%	67%		<60%
With disability		10%	9%	11%	40% disclosed	40%
Not disclosed	10%	10%	18%	22%		
	Sexuality					
Heterosexual/Straight	80%	80%	82%	89%	73%	<90%
Not disclosed	20%	20%	18%	11%		
Gay man or					0.5%	10% or
Gay woman/Lesbian					0.5%	10%
Bisexual					1%	
	Faith					
Christian	60%	50%	55%	56%	52%	<70%
Muslim	10%	10%	9%		1%	30%
Other	20% (none)	30% (none)	27% (none)	33% (none)	32% (none)	

<u>BOARD DIVERSITY</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2024-2025</u>	<u>Customer Base 2024 comparative (main tenant)</u>	<u>Target</u>
	10% (not disclosed)	10% (not disclosed)	9% (not disclosed)	11% (not disclosed)		
	Age					
18-25					3%	10%
26-35	10%	10%	9%		12%	
36-45	30%	10%	9%		17%	20%
46-55	30%	40%	27%	33%	16%	20%
56-65	30%	40%	55%	67%	19%	20%
66+					32%	30%

Report Title	Board Succession Planning and Recruitment Update	Confidential	No
Report Author	Head of Strategy Governance and IT	Report Status	For Approval
Report To	Board 25th September 2025	Officer Contact Details	samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>The Board Succession Planning and Recruitment update report outlines the current succession planning and recruitment activities for the Board. It highlights the upcoming retirement of the Senior Independent Director, Mark Johnson, and includes a proposal to offer the role to current Board members to increase diversity in the Chairs group and ensure the role sits with an experienced Board Member. The report also includes a recommendation to extend Richard Fryer's tenure by an additional year due to significant leadership changes.</p> <p>The report recommends creating a working group to oversee the recruitment process for the Board Member role.</p>
2. Recommendation/s	<p>It is recommended that Board</p> <ol style="list-style-type: none"> 1. Approve the proposal to open the Senior Independent Director Role to Current Board Members: 2. Approve the proposal to create a Board Working Group to oversee the Recruitment of an Independent Board member. 3. Recommend to the council the extension of Richard Fryer's tenure by an additional year 4. Approve the Chairs proposal of the three year extensions for Councillor Kevin Osborne and Adam Hutchinson. 5. Note the retirement of Sarah Tattersall and appointment of David Leech as a full Board member from the AGM 25th September 2025.

3. Background

- 3.1 Annually Board review and consider the succession plan for Board. This was previously reviewed by the Remuneration Committee.
- 3.2 There are several changes taking place within the Board and these need to be considered in line with the Board succession and Recruitment Policy.
- 3.3 Section 5 of the policy set outs the responsibility of the Board to review and approve recruitment to any vacancy within the scope of this policy before it is advertised.

4. Current Position /Issues for Consideration

Senior Independent Director retirement

- 4.1 The current Senior Independent Director (SID), Mark Johnson, has informed the Chair of the Board that he will be retiring from his position on the Board from the 31st January 2026. Mark had been due to retire at the AGM following his 6 year term which would have been September 2026.
- 4.2 Board are asked to consider if they wish to offer the role of Senior Independent Director as an opportunity for current Board members through an expression of interest. This would be an opportunity to increase the diversity in the Chairs group, as females are underrepresented and give an opportunity too for a more experienced Board member to take up this role. There are currently no female Board members in a senior role within the Board. Addressing diversity within the Board is a key action from the NHF Code of Governance Self-Assessment.
- 4.3 Should Board agree to promote a current Board Member to SID the vacancy will be advertised for an Independent Board Member only. In line with the NHF Code of Governance the Board should assess the skills, experience and diversity currently represented and identify any gaps. The recruitment will focus on specific gaps highlighted in the skills matrix (Appendix 1) and in the Board Diversity profile (Appendix 2).
- 4.4 On reviewing the current skills matrix the departure of Mark Johnson will mean that our Board Director vacancy will need to be targeted to potential Board Members with experience of Repairs, Asset Management and Building Safety. The Board diversity profile will also need to be addressed with this vacancy as Board is not currently representative of the area it serves and does not meet the NHF code of governance in this area. This advert should be clear that we are trying to improve the diversity of our Board to improve representation and will encourage applications from underrepresented groups, this includes young people, females, people from BAME or people with a disability.
- 4.5 It is recommended that Board create a working group to oversee the recruitment on behalf of the Board, this is covered under 4.4 of the Board Terms of Reference, this states the Board may create a standing and other committees, sub committees or working groups to which it may delegate or refer business for detailed consideration from time to time. This working group

would be responsible for ensuring that the recruitment aligns with the Board Succession and Recruitment Policy and addresses the identified skills and diversity gaps.

4.6 Proposal to extend for an additional 12 months

Richard Fryer commenced his role on the Board at the AGM on the 24th September 2020. This means that Richards 6 year term is coming to an end at the AGM in September 2026. Due to the significant upcoming changes in the leadership of Berneslai Homes with the Chief Executive, Executive Director of Property Services and the Senior Independent Director leaving it is proposed by the Chair that we extend Richard Fryers tenure for one additional year. Richard has confirmed in his appraisal with the Chair that he is willing to extend his term for an additional 12 months.

4.7 Board should note that the NHF Code of Governance recommends 6 years for a Board member tenure, but where a Board member has served 6 years and the Board agrees that it is in the organisations best interests, their tenure may be extended up to a maximum of 9 years.

4.8 Board must recommend this extension to the council. Under the Memorandum and Articles (Article 13), the Council shall have the power to extend the term of office of any one or more Board members for such period as it may from time to time determine. This clearly sets out these are one year terms up to a maximum of 9 years, this is in line with the NHF code of Governance.

4.9 The Governance Team will take forward any recommendations on the proposed extension from the Board. This will help the team to effectively succession plan and will form part of the succession/recruitment plan report to Board in September 2026.

Second 3-Year Term

4.10 All Board members are appointed on a 3 plus 3 year basis. The Board Succession, Recruitment and Induction Policy states that all appointments are made by the Board.

4.11 Following successful appraisals with the Chair of the Board in July 2025, the Chair has proposed and Board are asked to approve, the Councillor Kevin Osborne and Adam Hutchinson serve a second 3-year term of office. Both members have confirmed that they wish to continue in their Board member role.

Retirement of Current Board Member

4.12 Councillor Sarah Tattershall commenced her position on the Board on the 25th July 2019 and officially retires after the completion of her 6 year term at the AGM on the 25th September 2025. This vacancy formed part of the recruitment and succession plan to Board during 2024.

4.13 Councillor David Leech was appointed as a trainee Board member in April 2025 in preparation for the succession as a full councillor Board member from Sarah Tattersall . David will take up this position at the AGM on the 25th September 2025.

5. Customer Voice/Impact

5.1 This report is an update on the succession Planning and recruitment around the Board therefore customer views have not been sought specifically for this report. However the approach outlined in this report aims to enhance the representation and diversity within the Board ultimately improving the overall governance and service delivery.

6. Risk and Risk Appetite

Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues.

7. Strategic Alignment

The report aligns to the requirements from BMBC for the effective governance of Berneslai Homes. Good governance links to the successful achievement of all our ambitions.

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

8. Data Privacy

There are no data privacy implications arising from, this report.

9. Consumer Regulatory Standards

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

Complies with the NHF Code of Conduct.

11. Financial

The recruitment will be conducted by the Governance team but there may be additional costs for advertising the vacancy. These will be covered within the existing budget.

12. Human Resources and Equality. Diversity and Inclusion

The actions within this report aim to improve diversity of the Board to be more representative of the community it serves.

13. Sustainability Implications

No specific implications from this report.

14. Associated Background Papers

[Governance Handbook](#)

15. Appendices

Appendix 1 Skills Matrix

Appendix 2 Board Diversity Profile

Appendix 1 - Combined Skills Self-Assessments

	Mark	Ken	Jo	Adam	Richard	Dave	Rebecca	Gez	Kevin
Core skills and Experience									
Direct knowledge of the tenant experience and residents needs and concerns	Good	Good	Good	Working	Good	working	expert	Good	Good
Knowledge of (and links within) Barnsley and the communities served by Berneslai Homes	Good	Good	Little or no	Working	Expert	Working	good	Good	Expert
Governance and Leadership	Expert	Expert	Expert	Expert	Expert	Little or no	good	Good	Good
Strategic Management, including Quality Assurance, Performance and Change Management	Expert	Expert	Expert	Expert	Expert	Little or no	working	Good	Good
Technology and Innovation, IT and cyber security, Information Governance incl. data protection	Good	Working	Working	Good	Good	Working	good	Good	Good
Compliance with ED and I	Good	Good	Good	Good	Good	??	good	Good	Expert
Asset management	Expert	Good	Working	Good	Good	Little or no	good	Good	N/A
Health and safety	Good	Good	Working	Good	Good	Working	expert	Good	Good
Accounting	Good	Good	Little or no	Expert	Good	Little or no	working	Good	Good
Business management skills, including risk management, internal control assurance, and business continuity	Expert	Good	Good	Expert	Expert	Little or no	good	Good	Good
Experience of financial management, financial reporting, and control systems	Expert	Good	Little or no	Good	Good	Little or no	working	Good	Good
DLO Services (repairs and maintenance)	Expert	Good	Working	Working	Good	Working	good	Good	N/A
Zero carbon and sustainability	Good	Good	Little or no	Working	Good	Little or no	working	Working	Good
Building Safety and Compliance (keeping customers safe)	Expert	Good	Good	Good	Good	Working	expert	Good	Good
Growth of homes and services within the social housing sector	Good	Good	Working	Good	Good	Working	good	Working	Good
Knowledge of the operating environment of the social housing sector and its regulation	Good	Good	Good	Expert	Expert	Little or no	good	Working	Good
Housing management, including lettings, Income, ASB	Good	Good	Working	Working	Good	Little or no	expert	Working	Good
Improving opportunities for employment and training	Good	Good	Working	Little or no	Good	Little or no	good	Expert	Working
Desirable skills and experience									
Strategic human resources and organisational development	Good	Good	Expert	Good	Good	Little or no	expert	Good	Good
Community development and capacity building	Working	Good	Little or no	Working	Good	Little or no	expert	Good	Good
Procurement	Good	Good	Working	Working	Good	Working	good	Good	Working
PR, marketing, media, and communications	Good	Good	Good	Working	Good	Little or no	expert	Good	Good
Supported housing, and links with health services	Working	Good	Little or no	Working	Good	Little or no	expert	working	Good

Appendix 2 – Board Diversity profile

BOARD DIVERSITY	2022	2023	2024	2024-2025	Customer Base 2024 comparative (main tenant)	Target
	Gender					
Male	50%	70%	64%	67%	61%	50%
Female	50%	30%	36%	33%	39%	50%
	Ethnicity					
White British / English	70%	80%	82%	100%	87%	<90%
White Other	10%				2%	10% non-white British
Bangladeshi	10%	10%	9%		0.02%	
White and Black African	10%	10%	9%		0.10%	
Other					11%	
	Disability					
None	90%	80%	73%	67%		<60%
With disability		10%	9%	11%	40% disclosed	40%
Not disclosed	10%	10%	18%	22%		
	Sexuality					
Heterosexual/Straight	80%	80%	82%	89%	73%	<90%
Not disclosed	20%	20%	18%	11%		
Gay man or					0.5%	10% or
Gay woman/Lesbian					0.5%	10%
Bisexual					1%	
	Faith					
Christian	60%	50%	55%	56%	52%	<70%
Muslim	10%	10%	9%		1%	30%
Other	20% (none)	30% (none)	27% (none)	33% (none)	32% (none)	

<u>BOARD DIVERSITY</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2024-2025</u>	<u>Customer Base 2024 comparative (main tenant)</u>	<u>Target</u>
	10% (not disclosed)	10% (not disclosed)	9% (not disclosed)	11% (not disclosed)		
	Age					
18-25					3%	10%
26-35	10%	10%	9%		12%	
36-45	30%	10%	9%		17%	20%
46-55	30%	40%	27%	33%	16%	20%
56-65	30%	40%	55%	67%	19%	20%
66+					32%	30%

Report Title	Final 2024/25 Berneslai Homes Ltd Annual Report & Financial Statements	Confidential	No
Report Author	Executive Director of Resources	Report Status	For Approval
Report To	Board 25 th September 2025	Officer Contact Details	Rachel Taylor Executive Director of Resources racheltaylor@berneslaihomes.co.uk

1. Executive Summary	<p>This report presents the final 2024/25 Annual Report and Financial Statements for Berneslai Homes Ltd, prepared in accordance with the Companies Act 2006 and subject to external audit by BDO LLP. It outlines the:</p> <ul style="list-style-type: none"> • statutory and regulatory requirements; • outcome of the external audit by BDO LLP; • following review of the annual accounts and discussions with BDO, the Audit and Risk Committee is recommending Board approve the annual report and financial statements.
2. Recommendations	<p>The Audit & Risk Committee recommended Board:</p> <ul style="list-style-type: none"> • Note BDO LLP Audit Completion Report (Appendix A); • Note the 2024/25 financial results; • Approve the 2024/25 Annual Report and Financial Statements (Appendix B); • Approve the statements are signed by the Chair, Chair of the Audit & Risk Committee and Company Secretary; • Approve the Letter of Representation (Pages 22 – 24(inclusive) of Appendix A) is signed, on behalf of the Board, by the Chair

3. Background

- 3.1 Berneslai Homes Limited must prepare, and have externally audited, an Annual Report & Financial Statements in accordance with the requirements of the Companies Act.
- 3.2 The Audit and Risk Committee's responsibilities regarding the financial statements are specified within the Committee Terms of Reference as follows:

'4.2. Financial Accountability

The Committee will review the integrity of the annual financial statements, interim reports and any formal announcements relating to Berneslai Homes' financial performance before they are presented to the Board, focusing on:

- a) Accounting policies*
- b) Compliance with accounting standards;*
- c) Reviewing significant financial reporting judgements*
- d) Findings of the external auditor, including significant audit adjustments'*

3.3 The Audit & Risk Committee considered the draft BDO LLP Audit Letter and the draft Annual Report and Financial Statements at its meeting on 21st August 2025. The Committee met with BDO LLP in advance of the meeting, without officers present to discuss matters from the audit.

3.4 Following the meeting, the audit work has been completed and the Audit Completion Report issued (Appendix A). The Annual Report and Financial Statements have been amended since the Committee to further enhance the information reported and respond to the feedback from BDO LLP's reviews.

4. Findings of External Audit

4.1 BDO LLP presented their audit strategy to the Audit & Risk Committee on 29th January 2025. The audit progressed in accordance with the strategy. The Audit Completion report is attached as Appendix A.

4.2 It is pleasing to note, no significant issues have been identified, one audit adjustment was identified regarding pension disclosures which has been actioned (page 10 of Appendix A). There was one control deficiency identified (page 14 of Appendix A) which was discussed at the Audit & Risk Committee. Committee Members were assured at the mitigating controls which were in place. The audit report (opinion) which is included in the financial statements is included on pages 19 – 21 (inclusive) of Appendix A, giving BH's annual report and financial statements a 'clean bill of health'.

4.3 The signed letter of representation from Barnsley Metropolitan Borough Council (BMBC) for Berneslai Homes (proforma requested by BDO LLP) was provided to BDO LLP to provide assurance on the support available to BH.

4.4 In line with audit practice, the Board are required to provide assurances to BDO regarding several areas, through a Letter of Representation. The letter is included on pages 22 – 24 (inclusive) of Appendix A. The Audit & Risk Committee recommend Board approve the Chair of the Board sign this letter immediately following the Board meeting on 25th September 2025.

5. Annual Report

5.1 The Companies Act 2006 requires several aspects of narrative information are included with the financial statements, this includes:

- Directors Report;
- Strategic Report;
- Setting out how the Directors act in a way that promotes the success of the company (section 172 reporting);
- Going Concern and risk disclosures

5.2 BH chooses to disclose these elements within the Annual report section at the beginning of the document. The Annual Report and Financial Statements, once published, is easily accessible to the public via the Companies House section of the gov.uk website.

5.3 The final Annual Report & Financial Statements is included as Appendix B.

6. Financial Statements

6.1 The Companies Act 2006 also specifies the following information should be included:

- Balance Sheet; Profit and Loss Account and Statement of Cashflows
- Related Party Transactions and Control
- Audit Opinion

6.2 The Regulator of Social Housing Transparency, Influence and Accountability Standard requires providers to publish Directors' remuneration and Management Costs.

6.3 All of the above information has been included within the financial statements' element of the document.

6.4 The 2024/25 financial results are in accordance with the results reported to the Board in May 2025. The Audit & Risk Committee considered a reconciliation document at the 21st August 2025 meeting explaining the key changes between May 2025 board report and the draft financial statements. The Committee was satisfied with the reconciliation document.

The reconciliation document has been expanded to include the changes from the financial statements which were presented to the Audit & Risk Committee and Appendix B. This document is available in the Resources section of Decision Time [Reconciliation Document](#)

7. Next Steps

7.1 Once approved by Board, the Annual Report and Financial Statements will be signed by Berneslai Homes representatives and by BDO LLP. The signed document will be submitted to Companies House and will be made available on the gov.uk website. A copy of the Annual Report and Financial Statements will also be available on the Berneslai Homes website.

8. Customer Voice/Impact

8.1 The Annual Report includes information to explain how customers voice influence decisions and the impact this has on decision making.

9. Risk and Risk Appetite

9.1 Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues.

10. Strategic Alignment

10.1 The report aligns to the requirements from BMBC (Barnsley Metropolitan Borough Council) for the effective governance of Berneslai Homes and 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.

11. Data Privacy

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

12. Consumer Regulatory Standards

12.1 This report supports compliance with the Transparency, Influence and Accountability Standard, as explained in the main body.

13. Other Statutory/Regulatory Compliance

13.1 BH are complying with the Companies Act regarding disclosures within the financial statements.

14. Financial

14.1 The costs of the external audit service are disclosed within the financial statements. The financial statements present the financial position to 31 March 2025.

15. Human Resources and Equality, Diversity and Inclusion

15.1 Relevant information is included in the Annual Report.

16. Sustainability Implications

16.1 This is covered in the Annual Report to ensure compliance with the Companies Act 2006.

17. Appendices

17.1 Appendix A – BDO LLP Final Audit Letter
Appendix B – 2024/25 Annual Report & Financial Statements.

18. Associated Background Papers on Decision Time

- 18.1 External Audit Planning report to Audit & Risk Committee – 29th January 2025
- 18.2 Draft BDO LLP report and draft 2024/25 Annual Report & Financial Statements to Audit & Risk Committee – 21st August 2025

Audit Completion: year
ended 31 March 2025

Berneslai Homes Limited

Report to the Audit and Risk Committee



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Welcome

Introduction

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We have pleasure in presenting our Audit Completion Report to the Audit and Risk Committee. This report is an integral part of our communication strategy with you, a strategy which is designed to ensure effective two-way communication throughout the audit process with those charged with governance.

It summarises the results of completing the planned audit approach for the year ended 31 March 2025, specific audit findings and areas requiring further discussion and/or the attention of the Audit and Risk Committee. At the completion stage of the audit it is essential that we engage with the Audit and Risk Committee on the results of audit work on key risk areas, including significant estimates and judgements made by Management, critical accounting policies, any significant deficiencies in internal controls, and the presentation and disclosure in the financial statements.

We have discussed these matters with you at the Audit and Risk Committee meeting on 21 August 2025. In the meantime if you would like to discuss any aspects in advance of the meeting we would be happy to do so.

This report contains matters which should properly be considered by the Board as a whole. We expect that the Audit and Risk Committee will refer such matters to the Board, together with any recommendations, as it considers appropriate.

We would also like to take this opportunity to thank the Management and staff of the Company for the co-operation and assistance provided during the audit.

Signed by:

Matthew Whitehouse
6C315CA33A8C4C6...
Matthew Whitehouse

Director

18 September 2025

This report has been prepared solely for the use of the Audit and Risk Committee and should not be shown to any other person without our express permission in writing. In preparing this report we do not accept or assume responsibility for any other purpose or to any other person. For more information on our respective responsibilities please see the appendices.



Matt Whitehouse
Director

m: +44(0) 787 040 9086

e: matt.whitehouse@bdo.co.uk



Melissa Rayner
Audit Manager

m: +44(0) 161 817 7500

e: melissa.rayner@bdo.co.uk

Overview

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This summary provides an overview of the audit matters that we believe are important to the audit of the financial statements for the Company for the year ended 31 March 2025.

It is also intended to promote effective communication and discussion and to ensure that the results of the audit appropriately incorporate input from those charged with governance.

Directors' responsibilities

The directors are responsible for preparing and filing an Annual Report and financial statements which show a true and fair view, comply with the Companies Act 2006 and prepared in accordance with UK GAAP.

Our audit of the financial statements does not relieve Management nor those charged with governance of their responsibilities for the preparation of the financial statements.

We recognise that you may wish to publish your annual report and financial statements and our audit report on your website or distribute them by means such as e-mail.

If you choose to do so, it is your responsibility to ensure that such publication properly presents the financial information and any auditors' report.

It is also your responsibility to advise us prior to publication of the annual report, financial statements and/or our audit report of any proposed changes and/or differences from the version approved and signed, no matter how minor, to determine whether they are acceptable or not and so we can ensure that the Firm is not misrepresented.

These responsibilities are outlined in the engagement letter dated 18 March 2025.

Overview

Our audit work on the Company's financial statements is substantially complete and subject to the successful resolution of outstanding matters we anticipate issuing an unmodified audit opinion for the year ended 31 March 2025 in line with the agreed timetable.

Outstanding matters are listed on page 17.

We have made one change to the planned audit approach during the audit; we have re-defined the revenue recognition risk as outlined on page 9 to better reflect the risks in the business. There have been no additional significant audit risks identified.

No restrictions were placed on our work.

Audit report

We anticipate issuing an unmodified audit opinion on the financial statements.

Independence

We confirm that the firm and its partners and staff involved in the audit remain independent of the Company in accordance with the FRC's Ethical Standard.

Audit scope and materiality

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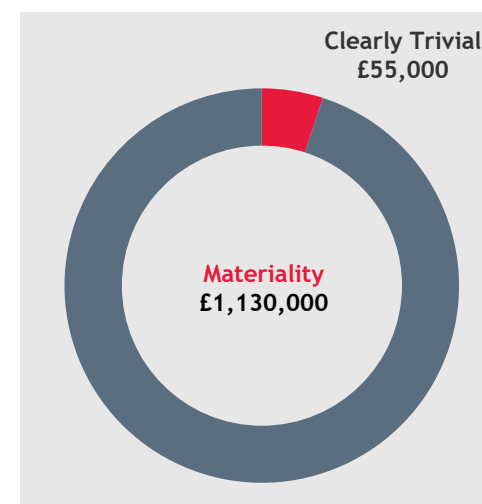
Final Materiality

Materiality was determined based on 2.5% of gross income.

The materiality and triviality levels, as communicated in our planning report, were re-assessed at the preliminary stages of our audit fieldwork based upon year end balances and there were no changes to the basis of calculation of final materiality or clearly trivial levels from that reported in our planning report.

Unadjusted audit differences

At this stage we have identified no audit adjustments.



Key matters

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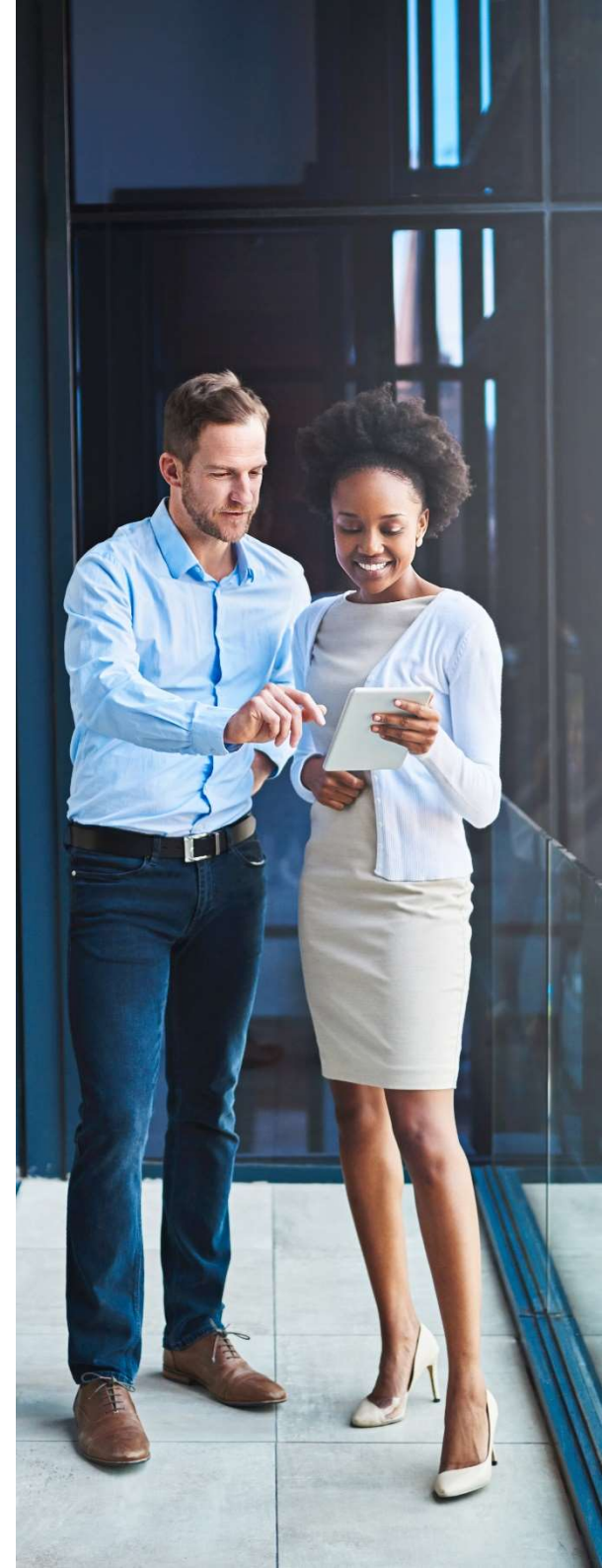
Financial reporting

- We have not identified any non-compliance with the company's accounting policies or applicable accounting framework.
- No significant accounting policy changes have been identified impacting the current year.
- We have not identified any non-compliance with the Statement from the Chair, the Strategic Report and the Directors' Report.

Other matters that require discussion or confirmation

- Confirmation on fraud, contingent liabilities and subsequent events.
- Letter of representation.

These matters will be confirmed when signing the company financial statements.



Overview of risks

As identified in our audit planning report we assessed the following matters as being the most significant risks of material misstatement in the financial statements. These include those risks which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit and the directing of the efforts of the engagement team.

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Significant audit risk	Status of Work at time of drafting	Significant management judgement	Use of experts required	Unadjusted error reported	Adjusted error reported	Significant control findings reported	Specific letter of representation point
Management override	Complete	Yes	No	No	No	Yes- See pg. 14	Yes
Revenue recognition	Complete	No	No	No	No	No	No

Elevated audit risk	Status of Work at time of drafting	Significant management judgement	Use of experts required	Unadjusted error reported	Adjusted error reported	Significant control findings reported	Specific letter of representation point
Pension Liability Valuation and Asset Ceiling	Complete	Yes	Yes	Yes	No	No	Yes

Moderate audit risk	Status of Work at time of drafting	Significant management judgement	Use of experts required	Unadjusted error reported	Adjusted error reported	Significant control findings reported	Specific letter of representation point
Provision of Legal Liability	Complete	Yes	No	No	No	No	Yes
Going Concern	Complete	Yes	No	No	No	No	Yes

Management override of controls

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Risk detail

- Under International Standards on Auditing (UK) 240, there is a presumed significant risk of management override of the system of internal controls.
- The primary responsibility for the detection of fraud rests with management. Their role in the detection of fraud is an extension of their role in preventing fraudulent activity. They are responsible for establishing a sound system of internal control designed to support the achievement of departmental policies, aims and objectives and to manage the risks facing the organization; this includes the risk of fraud.
- Our understanding is that the most likely areas where management override could take place are the posting of journals and in the judgements involved in accounting estimates within the financial statements.
- Management has the ability to manipulate accounting records and override controls that otherwise appear to be operating effectively. Due to the unpredictable way in which such override could occur, it is a risk of material misstatement due to fraud and thus a significant risk.

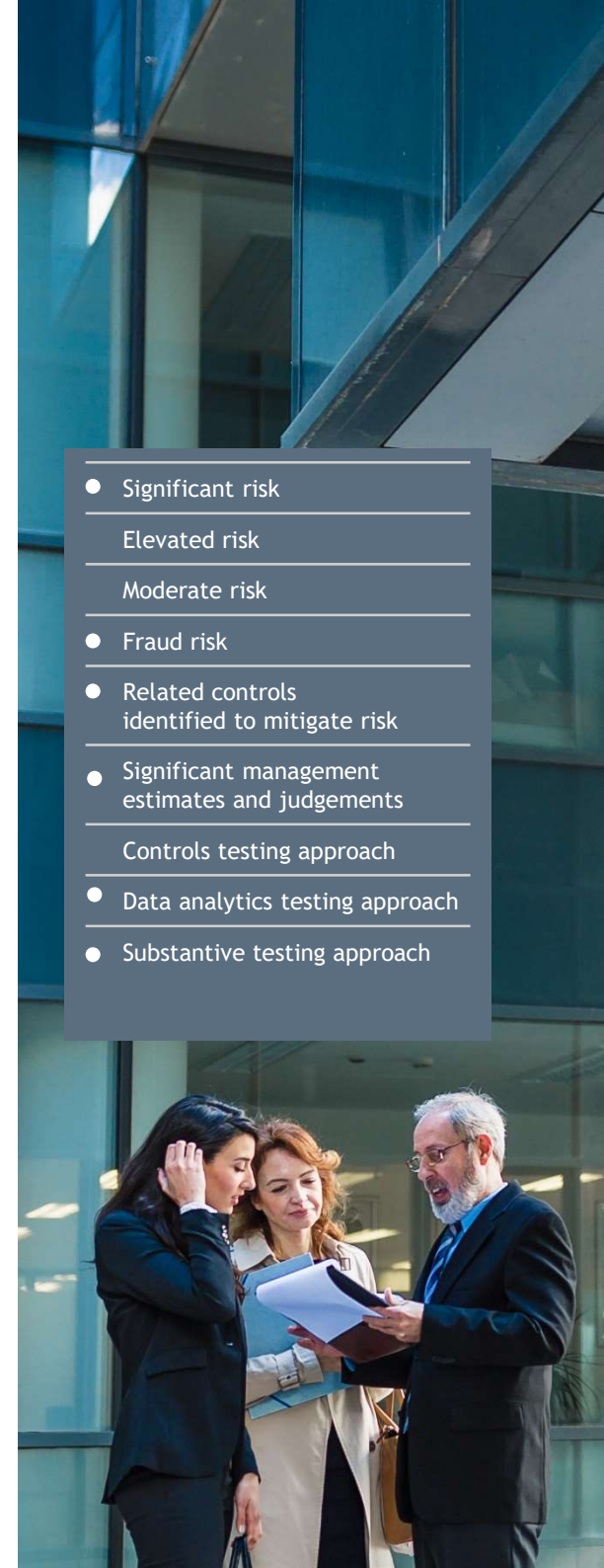
Results

- We obtained a complete list of journals and, using information gathered during the audit and our understanding of the entity, we defined risk criteria and then target tested those journals and adjustments that met the criteria.
- We also tested a sample of the remaining journals by agreeing them to supporting documentation.
- We reviewed unadjusted audit differences for indications of bias or deliberate misstatement.
- We reviewed significant accounting estimates and judgement to ensure they were appropriate. This included the following procedures:
 - Benchmarking the assumptions used in calculating the pensions scheme liability with assistance from our own actuaries.

Conclusion

- No evidence of any misstatements due to fraud or error were identified during our testing.

- Significant risk
- Elevated risk
- Moderate risk
- Fraud risk
- Related controls identified to mitigate risk
- Significant management estimates and judgements
- Controls testing approach
- Data analytics testing approach
- Substantive testing approach



Revenue Recognition

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Risk detail

- ISA (UK) 240 notes that there is a presumed significant risk resulting from the intentional misstatement of revenue.
- The amounts reported in relation to revenue represent information of significant interest to many users of the financial statements. This puts revenue at a greater risk of manipulation, bias and misstatement.
- Having regard to the potential for fraud in relation to revenue recognition, we identified that the significant risk of material misstatement was in relation to the posting of inappropriate journal entries posted to inflate revenue.
- This is a change to our initial planning report which was discussed on 3 April 2025, whereby we deemed fraudulent revenue recognition could arise due to cut off errors around the year end. We have performed a detailed fraud risk assessment which indicated there is no incentive and limited opportunity to manipulate revenue around the year end and therefore concluded the cut off risk to be a moderate risk over accuracy and no longer deemed a fraud risk.

Audit approach to significant risk

- We have utilised the BDO advantage financial analyser to review unusual credits to revenue outside our expectations. Given the income is based on the agreement with BMBC we expected consistent postings each month.
- For journals outside of those expectations we agreed to supporting documentation.

Audit approach to other revenue areas

- As part of our audit work, we have gained an understanding of the Company's significant income streams (Property services repairs and management fee) and observed the operation of relevant financial controls to prevent the loss of income and ensure that income is recorded in the correct period.
- We also made enquiries of management as to whether they are aware of any cases of fraud (including income related fraud) occurring during the year. We have not been made aware of any significant frauds that occurred during the year.
- The management fee has been agreed to a signed confirmation letter from BMBC and agreed to sales invoices and cash receipt. In addition, all 12 monthly property services repairs invoices were obtained and confirmed as being appropriately recognised.
- We also separately considered revenue recognized around the year end to ensure that this had been correctly included in the appropriate period. No evidence of any misstatement has been identified.
- The revenue recognition policy for Barnsley Homes was reviewed to ensure it was in line with relevant accounting standards.

Discussion and conclusion

- We are satisfied from our testing that appropriate accounting policies are being adhered to and have been applied appropriately. Revenue is not materially misstated in the financial statements.

- Significant risk
- Elevated risk
- Moderate risk
- Fraud risk
- Related controls identified to mitigate risk
- Significant management estimates and judgements
- Controls testing approach
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Pension Liability Valuation and Asset Ceiling

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Risk detail

- Berneslai Homes is a member of the South Yorkshire Local Government Pension Scheme (SYPF), a multi employer defined benefit scheme.
- The valuation of the defined benefit pension scheme requires the use of several actuarial assumptions. There is a risk that incorrect actuarial assumptions may be used and that the SYPF scheme may not be appropriately accounted for and disclosed.
- In recent years the pension has been in an overall net asset position. In these instances, FRS102 states that the asset should be restricted to the higher of the net pension asset or the asset ceiling.
- The accounting rules on the recognition of a pension surplus are complex and require detailed consideration, there is a risk therefore that the pension asset could be misstated or calculated incorrectly.

Details

- As at 31 March 2025 the fair value of the pension asset as per the scheme actuary was £48.5m. This is made up of total assets of £162m and liabilities of £113m.
- FRS102 states that If the present value of the defined benefit obligation at the reporting date is less than the fair value of plan assets at that date, the plan has a surplus. An entity shall recognise a plan surplus as a defined benefit plan asset only to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan.
- This limits the measurement of a net defined benefit asset to the lower of the surplus in the defined benefit plan and the asset ceiling. The asset ceiling is then defined as “the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.
- As at 31 March 2025 - The asset ceiling is £Nil and so the pension asset has been completely restricted/de-recognised. There is an unfunded pension obligation of £422k indicated in the actuarial statement so the overall pension liability recognised this year is a liability of £422k. This approach is consistent with the prior year.

- Our review of the year end liability and transactions for the year did not highlight any issues. The assumptions used for the actuarial calculations are consistent to those utilised by similar schemes. In forming our conclusions, we engaged our own independent actuaries (Broadstone) to assess the reasonableness of the assumptions applied in calculating the scheme liability.
- We have worked with SYPF to obtain assurance over the company’s share of the scheme’s assets. This included reviewing the AAF controls reports for key custodian and investment managers and obtaining copies of the valuation statements directly to verify the valuation used in the calculation of your pension assets.
- In discussions with SYPF, In line with other pension schemes, it was noted that for some investments, the year end valuation was not used within the asset calculation with the latest available valuation being 31 December 2024. In these cases, the pension scheme have worked with their auditors to identify what the effect would be to update the valuations to the year- end valuation. This has been calculated as a decrease in value of 0.24% of these assets or £386k. As the asset value has been restricted anyway via the asset ceiling this would have no impact on the total pension liability recognised but if corrected would lead to the total assets and asset ceiling adjustment being adjusted by this amount. There is no impact. on the accounts and therefore we have not raised an audit adjustment for this

Discussion and conclusion

- We are satisfied that the treatment of the pension asset is in accordance with FRS 102, and that the accounting entries have been appropriately recorded.
- When reviewing the financial statements it was identified that £1.395m of interest restriction on the asset ceiling had incorrectly being posted through the statement of comprehensive income. As such an adjustment was posted by management to post this correctly through finance costs within the income statement.

Going Concern

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Risk description

► The directors are required to state whether they consider it appropriate to adopt the going concern basis of accounting in preparing the financial statements and identify any material uncertainties to the Company's ability to continue to do so over a period of at least twelve months from the date of approval of the financial statements.

► In order to provide the above disclosure, management have prepared a FY26 budget forecast.

Discussion

► The increasing inflation, significant higher cost bases, shortage of materials and labour continues to impact companies' financial statements to varying degrees. For Berneslai Homes, the two main income streams are the management services fee from Barnsley Metropolitan Borough Council (BMBC), and income from Property Services Repairs invoiced to BMBC for works undertaken under the Property, Repairs and Improvement Partnership (PRIP) contract. Both income streams have historically been relatively stable, and we note that there are still a number of years under contract for both streams thereby providing some certainty around future income streams.

► Management believe that the company is a viable going concern and that there is no material uncertainty in this regard. The Company's Property Services PRIP contract with BMBC covers the period from 2020/21 to 2029/30, and the Company also have a management service agreement with the Council from 1 April 2021. The management service contract is for a 10-year period from 2021/22 to 2030/31, thereby securing the Company's income streams for the foreseeable future.

► Together with cash and short-term cash equivalents amounting to £7.14m as at 31 March 2025 and overall net asset position as at year end, the directors are therefore satisfied that the Company is a viable going concern for at least the next 12 months from the date of approval of these financial statements, which have thus been prepared on a going concern basis.

Conclusion

► We concur with management's assessment that the entity is going concern. There are no further significant points for discussion with or reporting to the committee.

Elevated risk

- Moderate risk

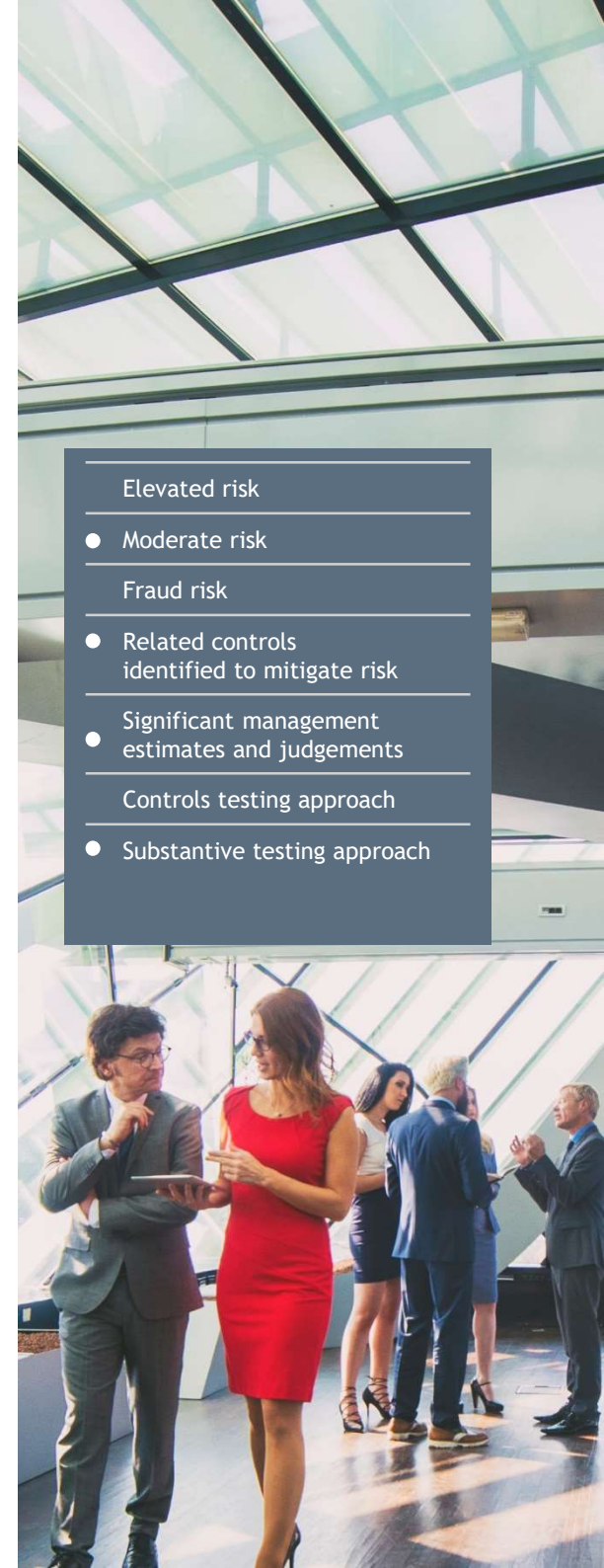
Fraud risk

- Related controls identified to mitigate risk

- Significant management estimates and judgements

Controls testing approach

- Substantive testing approach



Other audit matters

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Nature of Other Matter	Comment
Provision for legal liability	<p>We are aware of the appeal ongoing against the personal damages claim in which Berneslai Homes had been listed as the second defendant. As noted in our planning report there is therefore a risk that as the outcome of this appeal is uncertain and a provision could be required in the financial statements to account for any liability arising from this.</p> <p>After discussion with management, it can be seen that there is currently no provision within the financial statements against this case. We understand that this is due in court in December 2025 and won't be concluded until early 2026, after the date of signing the financial statements.</p> <p>As such, we have assessed the need for any provision being required in the financial statements at this stage to ensure that any provision is appropriate and materially accurate.</p> <p>FRS102 states that an entity should recognise a provision only when there is a constructive or legal obligation which is probable and the amount of the obligation can be estimated reliably. In this instance we understand that the legal advice is that at this stage that a liability is not probable nor can the obligation be estimated reliably. As such we agree that no provision should be made within the financial statements.</p> <p>We also considered the requirement to include a contingent liability disclosure within the financial statements. We have concluded that the liability (if any) would be immaterial to the financial statements and therefore there is no requirement to include such a liability within the financial statements.</p>

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Fraud

Whilst the directors have ultimate responsibility for prevention and detection of fraud, we are required to obtain reasonable assurance that the financial statements are free from material misstatement, including those arising as a result of fraud. Our audit procedures did not identify any fraud. We will seek confirmation from you whether you are aware of any known, suspected or alleged frauds since we last enquired when presenting the audit plan on 3 April 2025, we will seek to confirm this when presenting this report on 21 August 2025.

Laws and regulations

The most significant considerations for your business is Companies Act 2006, Corporate and VAT legislation, Employment Taxes, Health and Safety and the Bribery Act 2010.

We made enquiries of management and reviewed correspondence with the relevant authorities.

We did not identify any non-compliance with laws and regulations that could have a material impact on the financial statements.

Related parties

Whilst you are responsible for the completeness of the disclosure of related party transactions in the financial statements, we are also required to consider related party transactions in the context of fraud as they may present greater risk for management override or concealment or fraud.

We did not identify any significant matters in connection with related parties.

Contingencies

We request input from the Audit and Risk Committee on any recent claims against the Company. We are not aware of any such claims which would have a material impact on the financial statements.

Any other matters

We will report to you on any other matters relevant to the overseeing of the financial reporting process. Where applicable this includes why we consider a significant accounting practice that is acceptable under the financial reporting framework not to be the most appropriate.

Control Environment; Deficiencies

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We are required to report to you, in writing, significant deficiencies in internal control that we have identified during the audit. These matters are limited to those which we have concluded are of sufficient importance to merit being reported to the Audit and Risk Committee.

As the purpose of the audit is for us to express an opinion on the Company’s financial statements, you will appreciate that our audit cannot necessarily be expected to disclose all matters that may be of interest to you and, as a result, the matters reported may not be the only ones which exist.

As part of our work, we considered internal control relevant to the preparation of the financial statements such that we were able to design appropriate audit procedures. This work was not for the purpose of expressing an opinion on the effectiveness of internal control.

We have noted one control deficiency as a result of our work for the year.

Area	Observation & implication	Recommendation	Management response
Journals	There is a limitation in SAP whereby journals are not automatically reviewed before they are posted. While we understand there are reviews as part of the monthly management process and for balance sheet items as at year end, not all journals are reviewed and authorised.	Management should consider whether a process could be implemented where all posted journals are reviewed and evidence of this review is maintained.	Management consider that due to the high volume of low value transactions journalled on a routine basis, meaningful review of all postings would not be practical nor provide additional effective control. Review of significant balance sheet movements and balances currently performed at year end will be performed monthly on the same basis as the current year end process.

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A draft copy of our report is included in the appendices.

Opinion on financial statements

We anticipate issuing an unmodified opinion on the financial statements.

There are no matters disclosed in the financial statements that we wish to draw attention to by way of 'emphasis of matter'.

Going concern

Our report will:

- ▶ State our conclusion that management's use of the going concern basis of accounting in the preparation of the financial statements is appropriate that we have nothing material to add or draw attention to in relation to the directors' statement in the financial statements;
- ▶ State that we have not identified a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue

Irregularities, including fraud

Our report will contain an explanation of the extent to which the audit was considered capable of detecting irregularities, including fraud. Irregularities in this context means non-compliance with laws or regulations.

Comments on the strategic report and directors' report

- ▶ Consider the comprehensiveness and balance of the strategic report, the KPIs used, omissions or misleading information which obscures a proper understanding
- ▶ Consider compliance with legal requirements and consistency with the financial statements and our knowledge gained in the course of the audit.

We have identified no material misstatements in the statutory other information accompanying the financial statements.

Other information

We have reviewed the other information accompanying the financial statements in the Group's annual report. We have not identified any material misstatements that would need to be referred to in our report.

Additional matters we are required to report

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Issue	Comments
1 Significant difficulties encountered during the audit	No exceptions to note.
2 Written representations which we seek	We enclose a copy of our draft representation letter.
3 Any fraud or suspected fraud issues	No exceptions to note.
4 Any suspected non-compliance with laws or regulations	No exceptions to note.
5 Significant matters in connection with related parties	No exceptions to note.

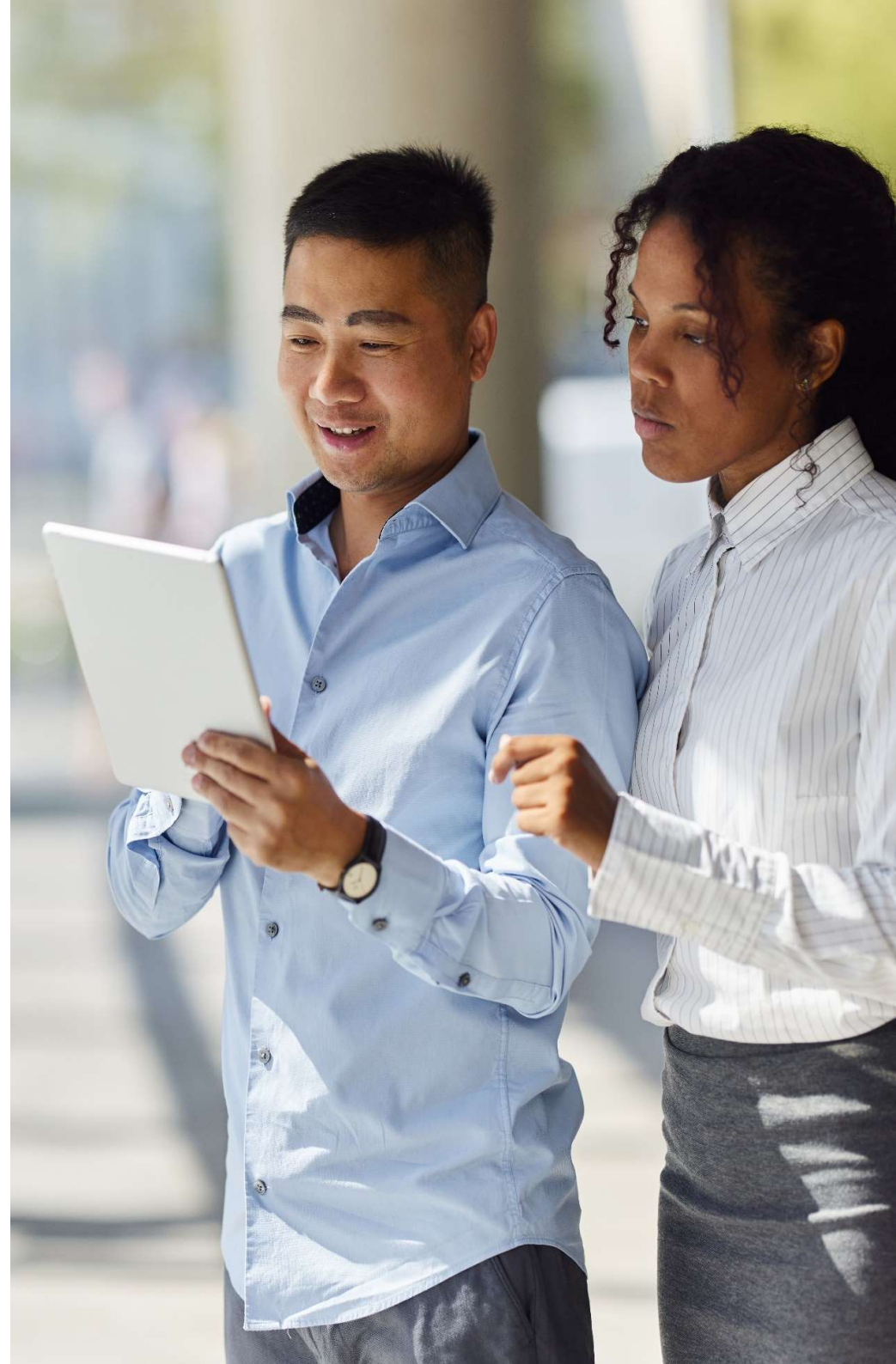


Outstanding matters

The following matters are outstanding at the date of this report and could impact our audit opinion.

- ▶ Completion of final review points
- ▶ Receipt of signed letter of representation
- ▶ Subsequent Events work
- ▶ Receipt of directors emoluments certificates

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Audit report

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Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2025 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Berneslai Homes Limited ("the Company") for the year ended 31 March 2025 which comprise the Income Statement, the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Equity, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Barnsley Statement from the Chair, the Strategic Report and the Directors' Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

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We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Directors

As explained more fully in the Statement of Directors Responsibilities, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Non-compliance with laws and regulations

Based on:

Our understanding of the Company and the industry in which it operates;

Discussion with management and those charged with governance; and

Obtaining an understanding of the Company's policies and procedures regarding compliance with laws and regulations.

we considered the significant laws and regulations to the reporting framework FRS 102, the Companies Act 2026, as well as regulations related to UK tax legislation.

The Company is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the health and safety legislation, employment legislation and data protection legislation.

Our procedures in respect of the above included:

- Review of minutes of meetings of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;

Obtaining an understanding of the Company's policies and procedures relating to:

- Detecting and responding to the risks of fraud; and
- Internal controls established to mitigate risks related to fraud.

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- Review of minutes of meetings of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements; and
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud

Based on our risk assessment, we considered the areas most susceptible to fraud to be in relation to posting inappropriate journal entries and management bias in accounting estimates.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Assessing significant estimates made by management for bias in particular those used in the derivation of the defined benefit pension scheme balance.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members who were all deemed to have appropriate competence and capabilities and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Matthew Whitehouse (Senior Statutory Auditor)

For and on behalf of BDO LLP, Statutory Auditor

Manchester, UK

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Letter of rep

Dear Madam/Sirs

Financial Statements of Berneslai Homes Limited for the year ended 31 March 2025

We confirm that the following representations given to you in connection with your audit of the company's financial statements (the "financial statements") for the year ended 31 March 2025 are made to the best of our knowledge and belief, and after having made appropriate enquiries of other directors and officials of the company.

We have fulfilled our responsibilities as directors for the preparation and presentation of the financial statements as set out in the terms of the audit engagement letter, and in particular that the financial statements give a true and fair view of the financial position of the company as at 31 March 2025 and of the results of the company's operations and cash flows for the year then ended in accordance with the applicable financial reporting framework and for making accurate representations to you.

We have provided you with unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence. In addition, all the accounting records of the company have been made available to you for the purpose of your audit as agreed in the terms of the audit engagement and all the transactions undertaken by the company have been properly recorded in the accounting records and reflected in the financial statements. All other records and related information, including minutes of all management and shareholders' meetings have been made available to you.

Going concern

We have made an assessment of the company's ability to continue as a going concern for a period ended being at least or more than twelve months from the date on which the financial statements were approved for release. The board reviewed and approved the associated forecasts and financial statements disclosures.

As a result of our assessment, we consider that the company is able to continue to operate as a going concern and that it is appropriate to prepare the financial statements on a going concern basis.

We have evaluated the suitability and feasibility of our future plans as disclosed in the financial statements, and we confirm that nothing comes to our attention which may hinder the suitability or feasibility of our future plans.

In making our assessment we did not consider there to be any material uncertainty relating to events or conditions that individually or collectively may cast significant doubt on the company's ability to continue as a going concern.

Laws and regulations

In relation to those laws and regulations which provide the legal framework within which our business is conducted, and which are central to our ability to conduct our business, we have disclosed to you all instances of possible non-compliance of which we are aware and all actual or contingent consequences arising from such instances of non-compliance.

Post balance sheet events

There have been no events since the balance sheet date which either require changes to be made to the figures included in the financial statements or to be disclosed by way of a note. Should any material events of this type occur, we will advise you accordingly.

Fraud and error

We are responsible for adopting sound accounting policies, designing, implementing and maintaining internal control, to, among other things, help assure the preparation of the financial statements in conformity with generally accepted accounting principles and preventing and detecting fraud and error.

We have considered the risk that the financial statements may be materially misstated due to fraud and have made the results of our assessment available to you.

We have disclosed to you all instances of fraud or suspected fraud that we have knowledge of, involving:

- management;
- employees who have significant roles in internal control; or
- others where the fraud could have a material effect on the financial statements.

To the best of our knowledge we are not aware of any fraud or suspected fraud involving management or employees. Additionally, we are not aware of any fraud or suspected fraud involving any other party that could materially affect the financial statements.

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To the best of our knowledge we are not aware of any allegations of fraud or suspected fraud affecting the financial statements that have been communicated by employees, former employees, analysts, regulators or any other party.

Misstatements

You have not advised us of any unadjusted misstatements in the financial statements or other information in the annual report.

Related party transactions

We have disclosed to you the identity of all related parties and all the related party relationships and transactions of which we are aware. We have appropriately accounted for and disclosed such relationships and transactions in accordance with the requirements of the applicable accounting framework.

To the best of our knowledge there are not any undisclosed side agreements in any of the related party transactions of the entity.

There were no loans, transactions or arrangements between the company and the company's directors or their connected persons at any time in the year which were required to be disclosed.

The disclosures in the financial statements concerning the controlling and ultimate controlling party of the company are accurate.

Taxation

We confirm that we have complied with all relevant tax laws and regulations in respect of all jurisdictions that we operate in.

We are not aware of any non-compliance relating to the company's tax affairs that might result in a material penalty or interest charge.

Carrying value and classification of assets and liabilities

We have no plans or intentions that may materially affect the carrying value or classification of assets or liabilities reflected in the financial statements.

Accounting estimates

We confirm that the methods, significant assumptions and the data used in making the accounting estimates and the related disclosures are appropriate to achieve recognition, measurement or disclosure that is in accordance with the applicable financial reporting framework.

In relation to the following specific accounting estimates namely the estimates that form part of the derivation of the defined benefit pension balance we confirm;

- that the significant judgments made in making the accounting estimates have taken into account all relevant information of which we are aware.
- that we have considered the consistency and appropriateness in the selection or application of the methods while preparing estimates.
- we have used the appropriate assumptions and data, to the best of our knowledge in making the accounting estimates.
- that the assumptions appropriately reflect our intent and ability to carry out specific courses of action on behalf of the entity, when relevant to the accounting estimates and disclosures.
- that disclosures related to accounting estimates, including disclosures describing estimation uncertainty, are complete and are reasonable in the context of the applicable financial reporting framework.
- that appropriate specialized skills or expertise has been applied in making the accounting estimates.
- that no subsequent event requires adjustment to the accounting estimates and related disclosures included in the financial statements.

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Litigation and claims

We have disclosed to you all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements and these have been accounted for and disclosed in accordance with the requirements of accounting standards.

We confirm the existence of an ongoing personal damages claim in which Berneslai Homes Limited has been listed as the second defendant. We confirm that this case has not been concluded at the date of signing of the financial statements. We confirm that our current expectation is that it is probable that we will defend this case but where there is need for a settlement, this will not be material to the financial statements.

We have disclosed to you all known contingencies and guarantees whose effect should be considered when preparing the financial statements and these have been disclosed and accounted for and disclosed in accordance with the requirements of accounting standards.

Other

We confirm that the valuation of the pension asset and liability is calculated with reference to

market levels and the most relevant demographic and financial assumptions as of 31 March 2025.

Confirmation

We confirm that the above representations are made on the basis of enquiries of management and staff with relevant knowledge and experience (and, where appropriate, of inspection of supporting documentation) sufficient to satisfy ourselves that we can properly make each of the above representations to you.

Other Information

We have informed you of all the documents that we expected to issue that may comprise other information. The financial statements and any other information obtained by you prior to the date of the auditor's report are consistent with one another, and the other information does not contain any material misstatements.

We confirm that the financial statements are free of material misstatements, including omissions.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware. Each director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

(Signed on behalf of the board of directors)

Date:

FOR MORE INFORMATION:

Matt Whitehouse

+44(0) 787 040 9086

matt.whitehouse@bdo.co.uk

The matters raised in our report prepared in connection with the audit are those we believe should be brought to your attention. They do not purport to be a complete record of all matters arising. This report is prepared solely for the use of the company and may not be quoted nor copied without our prior written consent. No responsibility to any third party is accepted.

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Registered company number 04548803

BERNESLAI HOMES LIMITED

(A Company Limited by Guarantee)

Annual Report and Accounts for the year ended 31 March 2025

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Board of Directors

Ken Taylor
Chair of the Board

Gerard Morrall
Tenant Board Member

Adam Hutchinson
Independent Member

Richard Fryer
Independent Member

Jo Sugden
Independent Member

Councillor Kevin Osborne

Eric Smith
Board Co-optee
(Resigned 5 December 2024)

Mark Johnson
Independent Member

Councillor Sarah Tattersall

Rebecca Mather
Tenant Board Member
(Appointed 30 May 2024)

Executive Officers

Amanda Garrard
Chief Executive

Kulvinder Sihota
Executive Director of
Corporate Services (resigned
31 August 2024)

Dave Fullen
Executive Director of Customer
and Estates Services

Arturo Gulla
Executive Director of
Property Services (resigned 15
August 2025)

Lee Winterbottom
Managing Director
Construction Services
(resigned 2 August 24)

Rachel Taylor
Executive Director of Resources &
Company Secretary (commenced 1
August 2024)

External Auditor

BDO LLP
6th Floor
Central Square
29 Wellington Street
Leeds
LS1 4DL

Bankers

Barclays Bank
PLC
10-18 Queen Street
Barnsley
S70 1SJ

Solicitors

Walker Morris LLP
33 Wellington Street
Leeds
LS1 4DL

Registered Office

10th Floor
Gateway Plaza
Off Sackville Street
Barnsley
S70 2RD

Statement from the Chair

Throughout 2024/25 Berneslai Homes has continued to provide high quality housing and responsive maintenance services whilst also supporting tenants to live well within their communities. This was acknowledged during the year when the Council achieved the Housing Regulators Consumer Standard's highest award of C1, a fantastic external recognition of the Council's and Berneslai Homes services.

Crucial to the success of Berneslai Homes is our strong partnership with Barnsley Metropolitan Borough Council. As we move into our fifth year of a 10-year contract with the Council, providing housing management and maintenance services across the council housing stock, we will continue to build on this successful relationship to drive improvements to deliver the highest level of housing services.

We strive for excellence in all that we do and are determined to make social, economic and environmental impacts which are aligned to the Council's 2030 Plan. There have been numerous examples of this, not least through our dedicated Tenants First team that help our customers with a wide range of tenancy issues including family intervention support, mental health housing support, budgeting advice and housing coaching to more complex issues. Also, our Ambition team that has successfully supported over 180 people in its first year and secured new funding to help even more tenants have the opportunity to build confidence, gain valuable experience and access support to move towards employment or training.

Providing safe and secure homes is a top priority and the Board has continued to have the highest level of visibility for the delivery of safety actions and will provide a strong level of scrutiny as we look to deliver our ambitions in our Strategic Plan.

Across all of Berneslai Homes activities we will continue to put customers at the heart of our decision making, always seeking ways to involve them openly in our governance and assurance arrangements, co-designing services, and providing support as they test and inspect our service. Through this we will go beyond the C1 rating and listen harder than ever to our extensive tenant feedback through social media posts; surveys; Tenant Voice, Scrutiny and Customer Panels; estate walkabouts; Your Community, Your Say meetings; Check It Challengers; Community Champions and much more.

I am extremely proud of the whole Berneslai Homes team who work in an incredibly challenging time within the housing sector and achieve fantastic results. Therefore, I would like to thank every colleague throughout the whole of the organisation for their contribution to achieving all of the above and for enabling us to deliver our ambitions for a modern, forward looking, organisation that puts the needs of our customers first.

Finally, on behalf of the Board, I would also like to thank the Council, our customers and all of our partners who have worked with us for their support. I now look forward to continuing to work with you all as we deliver our vision of creating great homes and communities with the people of Barnsley.

Ken Taylor
Chair
25 September 2025

Strategic Report Year ended 31 March 2025

The Board present their annual report and the audited financial statements for the year ended 31 March 2025

Activities of the Company

Berneslai Homes Limited is a wholly owned and controlled Company of Barnsley Metropolitan Borough Council (BMBC) and is limited by guarantee. The Company manages and maintains the Housing stock and other Housing Revenue Account assets on behalf of the Council.

Business review

2024/25 was a successful year for Berneslai Homes where Barnsley Metropolitan Borough Council (BMBC) received a C1 grading in October 2024, making it the first local authority to be awarded this top consumer rating

This judgement was based on inspections, tenant meetings, and document reviews involving Berneslai Homes and BMBC. Like many housing providers there continues to be significant workload and challenges, with regulatory and financial pressures on the service.

The financial year 2024/25 was again a challenging year for the housing sector which placed a strain on budgets and exacerbated recruitment and supply issues. The Property Repairs and Improvement Partnership (PRIP) contract began its fifth year with Property Repairs Team (PSRT) responsible for delivering two thirds of the contract. The outturn for the year was turnover of £28.5M, with a surplus of £1,168K.

Principal risks and uncertainties

Risk can never be eliminated completely, so risk management is used to ensure risks are identified and their consequences understood. Berneslai Homes has a successful track record of managing risk as an integral part of its Governance and management systems. Risk is a key consideration throughout our business planning process and the Risk Management Framework Strategy is an important component of Berneslai Homes' assurance framework. The Board and the Chief Executive have overall responsibility for risk management. Berneslai Homes continues to employ a robust and structured approach to risk management by:

- Monitoring Strategic, operational, project and fraud risks through the dedicated risk system.
- Formally reviewing the strategic risk register quarterly by the Executive Management Team (EMT), Audit and Risk Committee and the Board. Every two years, a complete zero-based review of the strategic risks is also undertaken, during which a brainstorming session is undertaken providing an opportunity for everyone to discuss the significant areas of concern. The next zero-based review of the strategic risks will be undertaken by EMT and Board Members during 2025-26.
- Directorate's having their own operational risk registers, which are monitored and reviewed at least quarterly. Each Directorate also undertakes two-yearly zero-based register reviews. These reviews were undertaken in 2024.
- Ensuring Board reviews and approves the risk management framework annually, with the Audit & Risk Committee providing assurance on its effectiveness.
- Ensuring risk conversations are mandatory on each Board and Committee report.
- Linking the risk registers to all Corporate Assurance reviews
- Linking risks to the Strategic Plan to align them with broader organisational goals
- Ensuring that Board has ownership of the Corporate Risk Appetite Statement, which was fully refreshed in July 2025 by Board and EMT, which aligns to the Strategic Plan and current external environment.

The principal risks currently facing Berneslai Homes include:-

1) 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 raises the concern. Key Actions: a) Key discussions around IT security with BMBC, inc a presentation to Audit Committee by BMBC in October 2025. b) Dedicated Cyber Risk register to monitor key risks. c) Ongoing communications around phishing, including training and phishing exercises. d) Review of the time period for staff allowed to change their password. e) Joint AI policy with BMBC.

2) 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) – This remains critical to reflect resources allocated to the data tool project. Key Actions: a) Working with BMBC to consider introducing a CRM system. b) Continue to expand and embed the capabilities of the Data Logic tool for data quality requirements. c) Developing a suite of NEC reports to provide more efficient way to manage data required for RP02.

Financial Performance for the year

The Board reports a deficit of £0.9 million for the year, a significant improvement from the previous year's deficit of £1.8 million. This lower deficit was mainly due to some planned expenses being postponed to future years and savings from unfilled job positions. The company's turnover, which is the total revenue generated, was £44.9 million, up from £43.4 million the previous year.

The company's net assets, which represent the total value of its assets minus its liabilities, were £7.4 million, an increase from £6.9 million the previous year. This figure includes a net pension liability of £0.4 million, reduced from £0.5M the previous year.

Emissions and Energy Consumption

The Company's greenhouse gas emissions and energy consumption are as follows:

	2024/25 CO2e (t)	2023/24 CO2e (t)
Scope 1:		
Direct emissions resulting from activities for which the Company is responsible involving natural gas and vehicle fleet	2,878	2,432
Scope 2:		
Indirect emissions resulting from activities for which the Company is responsible involving electricity	510	550
Scope 3:		
Indirect emissions resulting from activities for which the Company is responsible but does not control involving business mileage and Home Working	725	670

The intensity ratio for the year was 91.5 CO2e per £m turnover (2023/24 was 84.2).

The main source of CO2 emissions is from gas supplies primarily in relation to the district heating systems. Included in our Sustainability Strategy 2022-2027 our ambition is to monitor and trial new heating technologies offering affordable warmth and carbon reduction. Further detail of initiatives is included in Section 172 Reporting.

The data has been taken from monthly invoices received from suppliers and converted using the UK government GHG Conversion Factors for Company Reporting.

Section 172 Reporting

Berneslai Homes vision is clear:

Creating great homes and communities with the people of Barnsley.

Our values are the 3'cs that underpin everything we do

Customer First

Can do attitude

Curious

Berneslai Homes' strategic objectives 1–6 is aligned with the Council's objectives to promote consistency in our approach and ensure we support the Council's vision of making Barnsley a place of possibilities.

Hearing Customers

Keeping Tenants Safe

Improving opportunities for employment and training

Technology and Innovation

Growth of home and services

Zero carbon

Our strategic Plan 2021 to 2031 is reviewed annually and sets out our long-term goals, the steps needed to achieve them and how we will monitor our success.

Directors' duties

Directors of UK companies must act in accordance with a set of general duties. These duties are detailed in section 172(1) of the Companies Act 2006 which is summarised as follows:

'A director of a company must act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole and, in doing so have regard (amongst other matters) to:

- the likely consequences of any decisions in the long term;
- the interests of the company's employees;
- the need to foster the company's business relationships with suppliers, customers and others;
- the impact of the company's operations on the community and environment;
- the need to maintain a reputation for high standards of business conduct; and
- the need to act fairly between members of the Company.'

Business Conduct

Directors are briefed on their duties, and they can access professional advice on these, either from the Company Secretary or, if they judge it necessary, from an independent adviser. It is important to recognise that in a large organisation such as ours, the Directors fulfil their duties partly through a governance framework that delegates the day-to-day decision-making to employees of the Company. The Board considers its stakeholders to be:

Its customers – tenants, leaseholders and the public

Barnsley Metropolitan Borough Council – not just as the owner but as a crucial partner in providing services to Barnsley residents

Its employees – who are integral to our service delivery

Key decisions and stakeholders

Good governance is essential in ensuring that stakeholders continue to be supportive of Berneslai Homes and its Strategic Plan.

- The following list below highlights key events and decisions made by the Board. In general, all stakeholders are affected by these decisions, including BMBC, Board, Employees and Customer. the stakeholders they impact. Key events and decisions have been determined by assessing items which are either material or that have a significant impact on one or many categories of stakeholders. A new Repairs and maintenance policy
- Customer Insight and Engagement Strategy
- Risk management
- Governance – decisions throughout the year to support compliance with the NHF code of governance and continuous improvement
- Strategic Plan and annual business action plan
- Value for money strategy
- Berneslai Homes draft budget 25/26.

People

Berneslai Homes is committed to being a responsible business. We work to build strong partnerships that meet the expectations of our Board, employees, customers and suppliers. Employees are at the heart of our services. For our business to be successful we need to manage the performance of our people whilst developing talent, ensuring that we operate as efficiently as possible.

Partnership

Berneslai Homes work closely with Barnsley Council and the 2030 Board, our local communities and different businesses and organisations across all sectors to achieve their vision of Barnsley being a place of possibilities.

Community and Environment

Berneslai Homes embrace diversity and inclusion, provide work opportunities, support carers, and contribute to the zero-carbon agenda. We invest and spend wisely in our homes and communities whilst also supporting the local economy and investing in our town.

The right home environment is critical to our tenant's physical and mental health and wellbeing. Good quality, energy efficient and safe housing helps people stay healthy and provides the base to help achieve a decent quality of life. Berneslai Homes work with Public Health and other health partners to ensure our tenants can access information and support, to stay fit and well all year round and to

provide additional help to keep warm and well during colder weather. We invest over £2 million per annum in equipment and adaptations to assist tenants to remain in their homes.

The Board recognises the need to operate sustainably, which is defined in the Board approved Sustainability Strategy.

Listened to our tenants

Berneslai Homes welcomes and actively promotes customer feedback. Feedback is collected on both quantitative and qualitative information. This year we have been focusing on listening to more and different voices.

We have engaged with 10,456 tenants during 2024/25, gaining their feedback in a range of ways. Our customer engagement team have continued to be visible in our communities increasing our engagement tours and linking in with other agencies and partners.

We have held/attended 19 engagement events in communities, capturing the voices of 134 tenants. We have held 26 open sessions with our panel of involved tenants on a variety of topics including ASB and repairs, hearing from 168 voices. The annual satisfaction survey was sent to 3,533 tenants and we received 1,180 responses. We also heard from 3,039 tenants via Contact Centre surveys. We gain valuable insight and feedback from our tenants via our regular surveys, 5,055 were completed during 2024/25.

Berneslai Homes has taken significant strides in improving services over the last 12 months. Aligning with Barnsley Council's ambitions we have:

- Ensured safety is a priority – with 100% compliance on key areas including gas safety.
- Invested in 593 decent homes works and over 900 major adaptations.
- Provided over 10,000 tenants with opportunities to feedback and work with Berneslai Homes to improve service.
- Collected over 100% rent during 2024/25 utilising new technology & systems. This includes rent collected during the year and rent arrears as defined by the Housemark standard definition.
- Provided support to 2,077 tenants to ensure they can deal with the cost-of-living situation (an additional £1.2M benefit income for tenants).
- Delivered on the Ambition employment programme supporting 182 tenants in their journey towards work.

Key performance indicators

Performance management is linked to the aims and objectives of the Company and is central to ensuring the delivery of key business and service priorities.

Management TSMs	2024/25 Result
Anti-social behaviour cases relative to the size of the landlord (TSM NM01 1) (cum)	35.2
Anti-social behaviour cases relative to the size of the landlord (Hate related) (TSM NM01 2) (cum)	0.7
Complaints relative to the size of the landlord Stage 1 (TSM CH01 1) (cumulative numbers opened in month)	67.1
Complaints responded to within Complaint Handling Code timescales (Stage 1) (TSM CH02 1) (Cum)	93.0%
Complaints relative to the size of the landlord Stage 2 (TSM CH01 2) (cumulative numbers opened in month)	15.8

Berneslai Homes Limited

Complaints responded to within Complaint Handling Code timescales (Stage 2) (TSM CH02 2) (Cum)	97.9%
Proportion of non-emergency repairs completed in landlord's target time (TSM RP02 1)	85.7%
Proportion of emergency repairs completed in landlord's published target time (TSM RP02 2)	89.1%
The proportion of homes non-decent (TSM RP01)	0.2%
Percentage of homes that have had all the necessary gas safety checks (TSM BS01)	100.0%
Percentage of homes that have had all the necessary fire risk assessments (TSM BS02)	100.0%
Percentage of homes that have had all the necessary asbestos management surveys or re-inspections (TSM BS03)	100.0%
Percentage of homes that have had all the necessary legionella risk assessments (TSM BS04)	100.0%
Percentage of homes in buildings where the communal passenger lifts have had all the necessary safety checks. (TSM BS05)	100.0%

Perception TSMs	2024/25 Result
Tenant Satisfaction (Annual) (TSM TP01)	75.2%
Satisfaction with overall repairs service (Only those receiving a repair in last year) (STAR) (Annual) (TSM TP02)	74.4%
Satisfaction with time taken to complete most recent repair. (Only those receiving a repair in last year) (STAR) (Annual) (TSM TP03)	67.5%
Tenant satisfaction home is well maintained (TSM TP04)	70.7%
Tenant satisfaction home is safe (TSM TP05)	71.5%
The percentage of tenants who feel that their views are listened to and acted upon (STAR survey question) (TSM TP06)	62.3%
Satisfaction that the landlord keeps tenants informed about things that matter to them (TSM TP07)	62.5%
Agreement that the landlord treats tenants fairly and with respect (TSM TP08)	77.9%
Satisfaction with the landlord's approach to handling complaints (only those making a complaint in last year) (TSM TP09)	44.5%
Satisfaction that the landlord keeps communal areas clean and well maintained (TSM TP10)	61.7%
Satisfaction that the landlord makes a positive contribution to neighbourhoods (TSM TP11)	55.0%
Satisfaction with the landlord's approach to handling anti-social behaviour (TSM TP12)	47.6%

Specific actions to address KPIs behind target are included within our published performance reports. A yearend action plan for performance below target is published on our website.

Berneslai Homes are also fully compliant with the Housing Ombudsman's Complaints Handling Code.

Costs and Performance

Operating costs for 2024/25 totalled £46.2m and was spent across the service areas as shown below, together with comparatives for 2023/24:

Service Area	2024/25		2023/24	
	Total	Per Unit	Total	Per Unit
	£m	£	£m	£
Property Services including Asset Management	3.8	208	3.4	185
Routine Maintenance	11.4	625	14.5	788
Major Repairs & Capital Schemes	17.1	938	12.8	696
Customer & Estate Services	6.9	378	8.5	462
Corporate Services	3.6	197	3.9	212
Strategic Management	1.7	93	1.5	82
Utilities (Tenants)	1.7	93	2.7	147
Total Operating Costs	46.2	2,534	47.3	2,594

In terms of Executive Directors' remuneration and management costs, the table below summarises costs per unit managed for:

- a) the highest paid Director, who is the Chief Executive, excluding pension and National Insurance contributions; and
- b) all Directors remuneration including pensions and National Insurance contributions.

	2024/25	2023/24
	Per Unit	Per Unit
	£	£
Chief Executive's remuneration (excl NI and pension)	7.74	7.49
Total Executive Directors' remuneration (incl NI and pension)	34.75	38.55

Rachel Taylor
Executive Director of Resources and Company Secretary
25 September 2025

Directors' Report

The directors present their report and accounts for the year ended 31 March 2025.

Activities of the Company

The activities of the Company are shown in the Strategic Report.

Governance

Board Members and Executive Directors

The Board Members and the Executive Officers of the Company are set out on page 2. The Board comprises an Independent Chair, 2 tenant representatives, 2 BMBC nominees and 4 independents. The makeup of the Board and their terms of office are determined by Berneslai Homes Limited Memorandum and Articles which govern the company.

The Executive Officers are the Chief Executive and the Functional Directors.. The Board Members and Executive Officers have no financial interest in the Company.

Board members are registered as the Company Directors with Companies House. The Executive Officers do not have the legal status of Company Directors; they act within the authority delegated by the Board. The Board is responsible for the Strategic direction of the company and policy framework. The day to day Management is delegated to the Chief Executive and other Executive officers.

The Board meets at least 5 times per year, Copies of the agenda and papers for each meeting are published one week in advance. The public is welcome to attend meetings, although only Board members have the right to vote and speak at meetings. Any confidential items are clearly marked on the agenda. Minutes of the meetings are published on Berneslai Homes website with agendas and reports.

The Board delegates some decision making to the following Committees

Audit and Risk Committee

Customer Services Committee

Employee Involvement and Development

It is recognised that the commitment of every employee is critical for the success of the Company. Employees are kept well informed by a variety of methods including team briefings, key messages, 1-2-1s, toolbox talks and focus groups to examine and consult upon specific issues. Berneslai Homes also has its own intranet site. We constantly seek feedback from our employees, using a variety of methods which include annual employee satisfaction surveys, regular pulse surveys and the Performance and Development Review (PDR) Process.

We recognise a number of trade unions and have a well-established consultation framework.

We believe that saying thank you and celebrating successes is important and to appreciate our employees who show a commitment to our values of putting the customer first, being curious and having a can-do attitude, we have introduced 'Be Berneslai' which is our reward and recognition programme.

We also believe in providing volunteering opportunities, giving employees the chance to engage in community-based volunteering. Each employee can use 4 volunteering days each year.

Training needs for all employees are identified through the PDR process. Development is not limited to attending courses and conferences and we encourage employees to job shadow, undertake back to the floor days and to network with other internal and external colleagues and organisations to maximise their potential.

A full review of our Leadership offer will be undertaken within the next 12 months to make sure the programme continues to be fit for purpose and in line with current and innovative practices.

We regularly host a range of school and other work experience placements.

The new Competence and Conduct Standard for social housing, to be introduced from October 2026, will help ensure that housing professionals have the qualifications, skills, and behaviours needed to deliver high-quality services to tenants and residents. As an organisation we are defining what professionalisation looks like for us and our staff in key roles. Professional qualifications will form a part of our response, alongside tailored learning and development programmes and clear expectations of conduct.

Employees with Disabilities

It is our policy that people with disabilities should have full and fair consideration for all vacancies, and those who meet the essential criteria are guaranteed an interview. In employment we ensure that reasonable adjustments are made for disabled employees and we have a Supporting Disabled People at Work Policy. The policy ensures a consistent approach to the implementation of adjustments.

Those employees who become disabled during their employment are provided with support where possible to enable them to remain in their existing roles.

We have partnered with Barnsley College to provide placements for supported internships aimed at young people with disabilities. These enable them, with the support of a workplace coach, to gain experience in real workplace settings and develop their employability skills.

Equality, Diversity and Inclusion

Berneslai Homes is committed to equality and inclusion. We see equality and inclusion as core business values, which are embedded in our services, policies, and procedures; from recruitment and selection, through to training and development, from service delivery that meets customers' needs to involvement and engagement of diverse customers. We continue to develop and deliver annual EDI action plans based on four themes – enhancing data and governance, educating and raising awareness, integrating EDI into policies and processes and developing customer inclusion.

Our EDI Strategy 2022-25 reflects the strategic aims of Barnsley 2030 and aligns with our Strategic Plan 2021-31. Our ambition is to become a beacon employer of best practice in EDI by going above and beyond our duties outlined in the Equality Act 2010 and Public Sector Equality Duty 2011. The company recognises that equality is an integral part of delivering a first-class service. It is our policy to promote equality of opportunity for all, in an environment free from discrimination, harassment and victimisation. We embrace and promote diversity, recognising the benefits that it brings in terms of culture, employee retention and recruitment, and business excellence.

Internal Controls Assurance

The Board is accountable for the Company's management and internal control system.

Alignment with the NHF Code of Governance

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.

In line with **Principle 4: Control and Assurance**, the Board has ensured that:

- A **robust framework of internal controls** is in place, designed to manage risk and safeguard assets.
- The **Audit and Risk Committee** regularly reviews the effectiveness of these controls, including financial, operational, and compliance-related systems.
- The Board receives **regular assurance reports**, including internal audit findings, risk register updates, and compliance reviews, to support informed decision-making.
- The organisation maintains a **risk management strategy** that is reviewed annually and embedded across all levels of operation.
- There is a clear process for **whistleblowing and fraud reporting**, with oversight from the Board and Executive Team.

The Board confirms that it has received **sufficient assurance** during the year that internal controls are operating effectively and that risks are being appropriately managed. This assurance supports the Board's confidence in the organisation's ability to deliver its strategic objectives in accordance with the NHF Code.

The Chief Executive has responsibility for maintaining a sound system of control which supports the achievement of the organisation's aims and objectives. The systems are designed to manage rather than eliminate the risk of failure to achieve these objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness.

The Chief Executive has reviewed the Internal Control framework developed by the Executive Team and taken account of comments made by Internal and External Audit, and the Audit & Risk Committee and has confirmed that adequate procedures are in place. She is satisfied that there is sufficient evidence to confirm adequate systems of internal control existed and were operated throughout the year to ensure the proper management of significant risks facing the Company. No weaknesses were identified which have resulted in material misstatement or loss, which would have required disclosure in the financial statements.

Financial Instruments

The Company's financial risk management objective is broadly to seek to make neither profit nor loss from exposure to currency or interest rate risks. The Company has no borrowings and the policy is to finance working capital from the retained cash surplus.

The Company does not actively use financial instruments as part of its financial risk management.

Going Concern

The Company's management service and Property Repairs and Improvement Partnership (PRIP) contracts with BMBC are both for a period of 10 years ending 2030/31, thereby securing the Company's income streams for the foreseeable future. BMBC have issued a representation letter in respect of the service agreement.

The Management Fee and Property Services Repairs Team budgets for 2025/2026 have been approved by the Board.

Directors have considered the operating surplus, cashflow and level of reserves plans which are in-line with expectations and are forecast to continue to be in-line for at least 12 months from the date of signing the Annual Report and Financial Statements. A sensitivity stress test has been carried out to assess the ability to continue operating in the event of a downturn in turnover highlighting any mitigating actions which management could take.

Based on the assessment undertaken, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future, being a period of 12 months after the date on which the Annual Report and Financial Statements are signed. For this reason, it continues to adopt the going concern basis for the Financial Statements.

Directors Qualifying Indemnity Provision

The Directors benefited from qualifying third party indemnity provisions in place during the year and at the date of this report.

Modern Slavery Act – Transparency Statement

Berneslai Homes is committed to eliminate as far as possible the risk of modern slavery and human trafficking in our organisation and in our supply chain. Berneslai Homes has a Modern Slavery statement that is published annually. The full Statement can be viewed on our website

Auditor

A resolution to reappoint BDO LLP as auditor of the Company was agreed at the Annual General Meeting on 26 September 2024.

Information Given to Auditors

So far as each of the Directors are aware at the time the report is approved:

- There is no relevant audit information of which the Company's auditors are unaware, and
- The Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by the Board of Directors and signed on behalf of the Board on 25 September 2025.

Rachel Taylor, Company Secretary
25 September 2025

Statement of Directors' Responsibilities

The directors are responsible for preparing the strategic report, the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the company's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the company's website is the responsibility of the directors. The directors' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Independent Auditor's Report to the MEMBERS of Berneslai Homes Limited

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2025 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Berneslai Homes Limited ("the Company") for the year ended 31 March 2025 which comprise the Income Statement, the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Equity, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Statement from the Chair, the Strategic Report and the Directors' Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Directors

As explained more fully in the Statement of Directors Responsibilities, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Non-compliance with laws and regulations

Based on:

- Our understanding of the Company and the industry in which it operates;
- Discussion with management and those charged with governance; and
- Obtaining an understanding of the Company's policies and procedures regarding compliance with laws and regulations

we considered the significant laws and regulations to the reporting framework FRS 102, the Companies Act 2026, as well as regulations related to UK tax legislation.

The Company is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the health and safety legislation, employment legislation and data protection legislation.

Our procedures in respect of the above included:

- Review of minutes of meetings of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Company's policies and procedures relating to:
 - Detecting and responding to the risks of fraud; and
 - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meetings of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements; and
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be in relation to posting inappropriate journal entries and management bias in accounting estimates.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Assessing significant estimates made by management for bias in particular those used in the derivation of the defined benefit pension scheme balance.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members who were all deemed to have appropriate competence and capabilities and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Matthew Whitehouse (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
Manchester, UK

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Income statement for the year ended 31 March 2025

	Notes	Year Ended 31 March 25 £'000	Year Ended 31 March 24 £'000
Turnover	4	44,939	43,389
Other operating income	7	255	1,072
Operating cost		(46,202)	(47,315)
Operating deficit	6	(1,008)	(2,854)
Other finance (cost)/income	12	(58)	858
Interest receivable	8	268	266
Deficit on ordinary activities before Taxation		(798)	(1,730)
Taxation on deficit on ordinary activities	13	(90)	(73)
Retained deficit for the year		(888)	(1,803)

All activities are continuing.

The notes on pages 26 to 38 form part of these financial statements.

**Statement of comprehensive income
for the year ended 31 March 2025**

	Notes	Year ended 31 March 25 £'000	Year ended 31 March 24 £'000
Deficit for the financial year		(888)	(1,803)
Actuarial Income/(loss) on defined benefit pension scheme	12	<u>1,503</u>	<u>(18,507)</u>
Total comprehensive income/(loss) for the year		<u>615</u>	<u>(20,310)</u>

The notes on pages 26 to 38 form part of these financial statements.

Statement of financial position at 31 March 2025

	Notes	£'000	As at 31 March 25 £'000	£'000	As at 31 March 24 £'000
Tangible assets	14		52		80
Current assets					
Stock	16	813		782	
Debtors	15	4,527		4,948	
Short term investments		6,420		2,430	
Cash at bank and in hand		719		3,282	
		12,479		11,442	
Creditors: amounts falling due within one year	17	(4,612)		(4,169)	
Net current assets			7,867		7,273
Total assets less current liabilities			7,919		7,353
Pension liabilities	12		(422)		(471)
Net assets			7,497		6,882
Capital and reserves					
Retained surplus (excluding pension liability)			7,919		7,353
Pensions reserve			(422)		(471)
Retained surplus			7,497		6,882

The financial statements were approved and authorised for issue by the Board and were signed on its behalf on 25 September 2025.

Ken Taylor

Adam Hutchinson

Chair Berneslai Homes Board

Board Member

Statement of changes in equity for the year ended 31 March 2025

	Notes	Pension Reserve £'000	Retained Surplus £'000	Total Equity £'000
Comprehensive (deficit) / income brought forward at 1 April 2024:		(471)	7,353	6,882
Deficit for the year		-	(888)	(888)
Current service cost of pension scheme	12	(3,161)	3,161	-
Actuarial Gain on pension scheme	12	1,503	-	1,503
Employer contributions to pension scheme	12	1,874	(1,874)	-
Past Service Costs	12	(109)	109	-
Net interest from pension scheme	12	(58)	58	-
Other Comprehensive income for the year		49	1,454	1,503
Comprehensive income carried forward at 31 March 2025		(422)	7,919	7,497

	Notes	Pension Reserve £'000	Retained Surplus £'000	Total Equity £'000
Comprehensive income brought forward at 1 April 2023		18,925	8,267	27,192
Deficit for the year		-	(1,803)	(7,925)
Current service cost of pension scheme	12	(3,587)	3,587	-
Actuarial loss on pension scheme	12	(18,507)	-	(18,507)
Employer contributions to pension scheme	12	1,805	(1,805)	-
Past Service Costs	12	(2)	2	-
Curtailment	12	37	(37)	-
Net interest from pension scheme	12	858	(858)	-
Other comprehensive income for the year		(19,396)	889	(18,507)
Comprehensive income carried forward at 31 March 2024		(471)	7,353	6,882

The pension reserve forms part of the Company's Retained Surplus but is disclosed separately to show separately the movements in relation to the Company's Defined Benefit Pension Scheme.

The notes on page 26 to 38 form part of these financial statements.

Statement of cash flows for the year ended 31 March 2025

	Notes	Year ended 31 March 25 £'000	Year ended 31 March 24 £'000
Cash flows from operating activities			
Deficit for the financial year		(888)	(1,803)
Adjustments for:			
Depreciation of tangible assets		27	27
Increase in stocks		(31)	(78)
Decrease in debtors		421	627
Increase/(decrease) in creditors		426	(1,101)
Net interest receivable		(268)	(266)
Net interest from pension scheme		58	(858)
Difference between net pension expenses and cash contribution		1,397	1,747
		1,232	(1,705)
Cash from operations			
Taxation paid	13	(73)	(33)
Net cash absorbed by operating activities		1,159	(1,738)
Cash flows from investing activities			
Interest received	8	268	266
Purchases of tangible assets	14	-	-
Net cash generated from investing activities		268	266
Net increase/(decrease) in cash and cash equivalent		1,427	(1,472)
Cash and cash equivalents at beginning of year		5,712	7,184
Cash and cash equivalents at end of year		7,139	5,712
Cash and cash equivalents comprise:			
Cash at bank and in hand		719	3,282
Short term investments		6,420	2,430
		7,139	5,712

The notes on page 26 to 38 form part of these financial statements.

Notes to the Accounts

1 Company Status and Parent Undertaking

Berneslai Homes Limited is a company 100% owned by Barnsley Metropolitan Borough Council (BMBC). The Company is limited by guarantee. The guarantors are listed in the Company's Register of Members. The liability in respect of the guarantee as set out in the memorandum, is limited to £1 per member of the Company.

2 Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with FRS 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies (see note 3). The following principal accounting policies have been applied:

Going Concern

The Company's management service and Construction Services PRIP contracts with BMBC are both for a period of 10 years ending 2030/31, thereby securing the Company's income streams for the foreseeable future. BMBC have issued a representation letter in respect of the service agreement.

The Management Fee and Property Services Repairs Team budgets for 2025/2026 have been approved by the Board.

Directors have considered the operating surplus, cashflow and level of reserves plans which are in-line with expectations and are forecast to continue to be in-line for at least 12 months from the date of signing the Annual Report and Financial Statements. A sensitivity stress test has been carried out to assess the ability to continue operating in the event of a downturn in turnover highlighting any mitigating actions which management could take.

Based on the assessment undertaken, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future, being a period of 12 months after the date on which the Annual Report and Financial Statements are signed. For this reason, it continues to adopt the going concern basis for the Financial Statements.

Tangible fixed assets and depreciation

Depreciation is provided on a straight-line basis on the cost of tangible fixed assets, to write them down to their estimated residual values over their expected useful lives.

The principal annual rates used are:

Leasehold improvements	Over the term of the lease
Fixtures and fittings	20-33%

Where there is evidence of impairment, fixed assets are written down to their recoverable amount.

Intangible assets and depreciation

Development costs for computer software are amortised over their estimated useful lives of 5 years.

Stocks

Stock comprises costs incurred on repairs, maintenance and improvement jobs, net of amounts transferred to cost of sales after deducting foreseeable losses and related payments on account.

Accounting Policies continued:

Stocks (continued)

Costs include all direct material and labour costs incurred in bringing a contract to its state of completion at the year-end including an appropriate proportion of indirect expenses. Provisions for estimated losses on contract are made in the period in which such losses are foreseen. Programme Maintenance Jobs balances do not include attributable profit.

Other stocks are stated at the lower of cost and net realisable value, after making due allowance for obsolete and slow-moving items.

Deferred Taxation

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax.

Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred Income

Deferred Income is received for a specific activity which is to be delivered in the following financial year.

Pension Costs

The company participates in a funded defined benefit scheme, the South Yorkshire Local Government Pension Scheme (LGPS). Triennial actuarial valuations of the pension scheme are performed by an independent, professionally qualified actuary, using the projected unit method.

Pension scheme assets are measured using market values. Pension scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability.

Any pension scheme surplus is recognised at the lower of the surplus in the defined benefit plan and the asset ceiling and presented on the face of the statement of financial position. The movement in the scheme is split between operating charges, financing items and, in the statement of comprehensive income, actuarial gains and losses in accordance with FRS 102.

The effect of the increase (or decrease) in actuarial value is shown as an additional line to income (or losses) in the Statement of Comprehensive Income.

Holiday Pay Accrual

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the at the Statement of Financial Position date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the Statement of Financial Position date.

Short Term Investment Policy

The company's treasury management strategy for 2024/25 is to use financial institutions with a minimum credit rating of A-. Money Market funds need a rating of "AAA".

Short term investments comprise money market funds and other short term deposit investments.

Accounting Policies continued:

Financial Instruments

The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from other third parties and loans to related parties.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset, and the net amount reported in the Statement of Financial Position, when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

3 Judgements in applying accounting policies and key sources of estimated uncertainty

In preparing these financial statements, the directors have had to make the following judgements:

Pensions

The critical underlying assumptions in relation to the estimates of the pension defined benefit scheme obligation include standard rates of inflation, mortality, discount rate and anticipated future salary increases. Variations in these assumptions can significantly influence the value of the liability or asset recorded and annual defined benefit expense.

Stocks

Stock is assessed annually and an impairment charge made where it is considered that the net realisable value is less than the carrying value.

4 Turnover

Turnover represents amounts invoiced to Barnsley Metropolitan Borough Council (BMBC) for the provision of housing management and construction services excluding value added tax during the year.

The management fee is agreed annually and received on a monthly basis. Property Service Repairs Team invoice monthly for works undertaken under the Property, Repair and Improvement Partnership (PRIP) contract.

5 Government Grants (Other Operating Income)

Government grants are recognised when it is reasonable to expect that the grants will be received and that all related conditions will be met.

6 Operating Surplus/(Deficit)

This is stated after charging:

	Year ended 31 March 25 £'000	Year ended 31 March 24 £'000
Depreciation of tangible assets	27	27
Contribution to BMBC Housing Growth Programme	4	619
<i>Auditor's remuneration:</i>		
Fees payable to the company's auditor for the audit of the financial statements	40	37
Fees payable to the company's auditor for other services - services relating to tax	5	5
Inventory recognised as an expense	2,569	2,223

7 Other Operating Income

Other operating income comprises of the following Government Grants and BMBC contribution to new IT Repairs System.

	Year ended 31 March 25 £'000	Year ended 31 March 24 £'000
Education and Skills Grant	2	1
European Social Fund (ESF) - Tenants First Project	-	165
Housing Support & Multiply Grants	32	32
BMBC Contribution	-	863
Community Renewal Fund	-	9
UK Prosperity Fund	221	-
Grants from Suppliers	-	2
	255	1,072

8 Interest Receivable

	Year ended 31 March 25 £'000	Year ended 31 March 24 £'000
Cash deposits held with the Bank and Money Market Funds	268	266
	268	266

9 Staff Costs

	Year ended 31 March 25 £'000	Year ended 31 March 24 £'000
Wages and salaries	18,577	18,253
Social security costs	1,895	1,842
Other pension costs	1,854	1,835
	<u>22,326</u>	<u>21,930</u>

Average number of employees during the year:

	Year ended 31 March 25 No.	Year ended 31 March 24 No.
Customer & Estate Services	149	157
Assets & Regeneration	63	58
Property Services Repairs Team	250	263
Senior Management and Corporate Services	51	58
	<u>513</u>	<u>536</u>

The number of posts with total salaries exceeding £50,000 was as follows:

	Year ended 31 March 25 No.	Year ended 31 March 24 No.
£50,000 - £55,000	14	12
£55,000 - £60,000	1	-
£60,000 - £65,000	4	6
£65,000 - £70,000	3	2
£70,000 - £75,000	1	-
£80,000 - £85,000	-	1
£85,000 - £90,000	-	1
£105,000 - £110,000	3	2
£120,000 - £125,000	-	1
£135,000 - £140,000	1	1

10 Non-executive Directors' Emoluments

	Year ended 31 March 25 £'000	Year ended 31 March 24 £'000
Non-executive Directors' emoluments	46	46
Total non executive directors' expenses in respect of qualifying services	<u>-</u>	<u>-</u>

Emoluments disclosed above include £11,494 (2024: £7,215) paid to the highest paid director.

The Company did not make any contributions under pension arrangements on behalf of any directors (2024: nil).

11 Executive Officers Emoluments

	Year ended 31 March 25 £'000	Year ended 31 March 24 £'000
Executive Officers' emoluments	<u>634</u>	<u>709</u>

The executive officers are considered to be key management personnel under FRS 102.

12 Pension Obligations

Local Government Pension Scheme

Berneslai Homes Limited is a scheduled employer of the South Yorkshire Local Government Pension Scheme (LGPS) a funded defined benefit pension scheme. The Company entered into the scheme upon TUPE transfer of its staff from the Council. Under the guidance issued by the ODPM, the pension liabilities accrued at the time of the TUPE transfer of staff will remain with the Council.

The LGPS is a funded defined benefit scheme, with the assets held in separate trustee administered funds. The total contribution made for the year ended 31 March 2025 was £3,006,688 (2024: £2,988,837) of which employers' contributions totalled £1,821,209 and employees' contributions totalled £1,185,479.

The disclosures required under FRS 102 have been calculated by a qualified independent actuary, Hymans Robertson LLP. The date of the last full actuarial valuation was 31 March 2022.

The actuaries estimate that the net pension asset as at 31 March 2025 is £48,519,000 with an asset ceiling of £Nil (31 March 2024: asset £28,285,000). It is Berneslai Homes' intention to continue to contribute towards the scheme at the recommended contribution rate in future years.

The financial assumptions used for the purpose of the FRS 102 calculation as at 31 March 2025 were as follows:

	At 31 March 2025	At 31 March 2024
Pension increase rate (CPI)	2.75%	2.75%
Salary increase rate	3.35%	3.35%
Discount rate	5.80%	4.85%

Mortality assumptions

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2022 model, with a 25% weighting of 2022, a 0% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a. for both males and females. Based on these assumptions, the average future life expectancies at age 65 for the Employer are:

	2025 No. of years	2024 No. of years
Current Pensioners:		
Males	20.5	20.6
Females	23.6	23.6
Future Pensioners:		
Males	21.3	21.4
Females	25.0	25.0

*Figures assume members aged 45 as at the last formal valuation date.

Local Government Pension Scheme continued:

Asset Ceiling calculation

In both the current and prior year the company's actuary has calculated that the company have a net current pension asset of £48,519,000 (2024 - £28,285,000). In both years the company's actuary has calculated the asset ceiling which can be recognised within the financial statements.

In both years the Asset restriction calculation is based on the present value of future service costs (A) less the present value of future service contributions (B).

Amounts recognised in the statement of financial position:

	2025	2024
	£'000	£'000
Present value of funded obligations	(113,211)	(130,022)
Present value of unfunded obligations	(422)	(471)
Fair value of plan assets	162,152	158,778
	<u>48,519</u>	<u>28,285</u>
Asset Ceiling Adjustment	(48,941)	(28,756)
Unrecognised past service cost	-	-
Deficit	<u>(422)</u>	<u>(471)</u>
Related deferred tax asset	-	-
Net Liability	<u>(422)</u>	<u>(471)</u>

Analysis of the amount charged to income and expenditure account:

	2025	2024
	£'000	£'000
Total service cost	(3,270)	(3,589)
Net Interest	(58)	858
Total operating charge	<u>(3,328)</u>	<u>(2,731)</u>

£3,270k charged (2024: £3,589k charged) to the operating surplus and £58k debited (2024: £858k credited) to other finance income and costs.

Amounts recognised in the statement of total recognised surpluses and deficits

	2025	2024
	£'000	£'000
Actuarial Gain relating to pensions	20,293	10,249
Asset Ceiling Adjustment	(18,790)	(28,756)
Total recognised surplus/(deficit)	<u>1,503</u>	<u>(18,507)</u>

The company expects to contribute £1,867k to its defined benefit pension scheme in 2025/2026.

Local Government Pension Scheme continued:

Changes in present value of defined benefit obligation:

	2025	2024
	£'000	£'000
Opening defined benefit obligation	(471)	18,925
Service cost	(3,270)	(3,589)
Net Interest	(58)	858
Actuarial gain	20,293	10,249
Asset ceiling adjustment	(18,790)	(28,756)
Employer contributions	1,874	1,842
Closing defined benefit obligation	<u>(422)</u>	<u>(471)</u>

Major categories of plan assets as a percentage of total plan assets:

	2025	2024
Equities	68%	69%
Bonds	21%	21%
Property	10%	9%
Cash	1%	1%

Amounts for current and previous four periods are as follows:

	2025	2024	2023	2022	2021
	£'000	£'000	£'000	£'000	£'000
Present value of defined benefit obligation	(113,633)	(130,493)	(128,953)	(177,810)	(178,562)
Fair value of scheme assets	162,152	158,778	147,878	152,094	138,936
Asset ceiling adjustment	(48,941)	(28,756)	-	-	-
(Deficit)/Surplus on scheme	(422)	(471)	18,925	(25,716)	(39,626)

13 Tax on ordinary activities

Berneslai Homes Limited has been granted non trading status by HM Revenue & Customs. The directors have prepared the accounts based on this assumption.

13(a) Analysis of charge in period

	Year ended 31 March 25 £'000	Year ended 31 March 24 £'000
Current Tax:		
UK corporation tax on deficit for period	90	73
Adjustments in respect of prior periods	-	-
Total current tax (note 13b)	90	73
Deferred Tax		
Origination & reversal of timing differences	-	-
Total deferred tax	-	-
Total tax on deficit on ordinary activities	90	73
Tax on ordinary activities continued:		

13(b) Factors affecting tax charge for period

The tax assessed is higher than the standard rate of corporation tax in the UK of 25% (2024: 25%). The differences are explained below:

	2025 £'000	2024 £'000
Deficit on ordinary activities before tax	(798)	(1,730)
Deficit on ordinary activities multiplied by the standard rate of corporation tax 25% (2024: 25%)	(200)	(433)
Effects of:		
Expenses not deductible for tax purposes	11,477	11,769
Deferred tax not recognised	-	(1)
Income not taxable	(11,194)	(11,269)
Adjustments in respect of prior periods	-	-
Fixed asset differences	7	7
Remeasurement of deferred tax for changes in tax rate	-	-
	90	73

Provision for Deferred Tax

There is a potential deferred tax asset of £1K (2024: £1K) which is not provided for in these accounts as the directors do not believe that it is likely to reverse in the foreseeable future.

14 Tangible Assets

	Leasehold Improvements £'000	Fixtures + Fittings £'000	Total £'000
Cost or valuation			
At 1 April 2024	719	193	912
Additions	-	-	-
At 31 March 2025	<u>719</u>	<u>193</u>	<u>912</u>
Depreciation			
At 1 April 2024	664	168	832
Charged in year	15	13	27
At 31 March 2025	<u>679</u>	<u>181</u>	<u>860</u>
Net book value			
At 31 March 2025	<u>40</u>	<u>12</u>	<u>52</u>
At 31 March 2024	<u>55</u>	<u>25</u>	<u>80</u>

15 Debtors: amounts falling due within one year

	As at 31 March 25 £'000	As at 31 March 24 £'000
Trade debtors	83	11
Less provision for bad debts	(2)	(1)
BMBC debtors	3,748	4,401
Other debtors	685	506
Prepayments & accrued income	13	31
	<u>4,527</u>	<u>4,948</u>

The BMBC debtors are interest free and repayable on demand.

16 Stock

	As at 31 March 25 £'000	As at 31 March 24 £'000
Raw materials	813	782
	<u>813</u>	<u>782</u>

17 Creditors: amounts falling due within one year

	As at 31 March 25 £'000	As at 31 March 24 £'000
Trade creditors	1,884	1,714
BMBC creditors	1,134	521
Corporation Tax	83	66
VAT	831	791
Other tax and social security	383	412
Other creditors	275	299
Accruals & deferred income	22	366
	<u>4,612</u>	<u>4,169</u>

The BMBC creditors are interest free and repayable on demand.

18 Financial instruments

	As at 31 March 25 £'000	As at 31 March 24 £'000
Financial assets		
Financial assets that are debt instruments measured at amortised cost	<u>10,967</u>	<u>10,263</u>
Financial liabilities		
Financial liabilities that are debt instruments measured at amortised cost	<u>3,316</u>	<u>2,900</u>

Financial assets measured at amortised cost comprise cash and debtors (excluding corporation tax and prepayments).

Financial liabilities measured at amortised cost comprise creditors (excluding corporation tax, VAT, social security and deferred income).

19 Financial commitments

Operating lease commitments

The total payments which the company is committed to make under operating leases are as follows:

	2025 £'000	2024 £'000
Equipment, leases expiring:		
within one year	438	311
one to five years	2,191	1,554
beyond five years	438	621
	<u>3,068</u>	<u>2,486</u>

20 Related party transactions

Rebecca Mather and Gerard Morrall who have been board members during the year, are resident in a property owned and maintained by the parent undertaking, Barnsley Metropolitan Borough Council. The residents have a standard tenancy agreement, are required to fulfil the same obligations, and receive the same benefits as other tenants.

Kulvinder Sahota, the interim Director of Corporate Services until August 2024 was, in addition to her executive role for which remuneration is included in Note 11, employed under a separate contract of employment to deliver specific project work for the company in 2023/24 and 2024/25. Total remuneration under this additional contract was £38,016 in 2024/25 (2023/24: £45,619).

The Company received £44,806,432 income from its parent company in the year. This was principally for management services, repairs and maintenance, and contributions towards IT development. A debtor balance owed to the Company by its parent company on 31st March 2025 was £3,748,445.

The Company leases its Head Office based at Gateway Plaza from its parent Company and pays a rental charge of £438,236 per annum. The company also purchases a number of other support services from its parent company.

There was a creditor balance to the parent company on 31st March 2025 of £1,134,133.

21 Parent undertaking

The company is a wholly owned subsidiary of Barnsley Metropolitan Borough Council, which is the largest and smallest group for which consolidated accounts are prepared. In the opinion of the directors this is the company's ultimate parent company and ultimate controlling party. Consolidated accounts are available from Barnsley Metropolitan Borough Council's website.

Report Title	Quarterly Risk Update	Confidential	No
Report Author	Executive Director of Resources	Report Status	Approval
Report To	Board 25 th September 2025	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>1.1 To receive the quarterly update on the Berneslai Homes' Risk Framework.</p> <p>The key points from the report are summarised below:</p> <p>1.2 Audit and Risk Committee has not received this report, as is the usual process, due to the specific focus of the Committee agenda at their meeting on 21 August 2025.</p> <p>1.3 There are currently 17 active strategic issues and concerns. The Summary of risks are attached (Appendix A).</p> <p>1.4 To receive the refreshed Risk Appetite Statement for discussion and approval (Appendix B).</p> <p><u>Customer Voice/Impact:</u></p> <p>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.</p>
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<h2>2. Recommendations</h2>	<p>It is recommended that Board:</p> <ol style="list-style-type: none"> Review and Comment on the Risk Management Quarterly Update. Review and comment on the Strategic Risks. Review, discuss and make any revisions to the proposed refreshed Risk Appetite Statement Consider the options for determining the Risk Appetite for the two new Risk Drivers and agree how Board will approve this, if there has been insufficient time at this meeting.
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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 24 July 2025. The detail of the risks is updated regularly during facilitated meetings and lead officer monitoring.

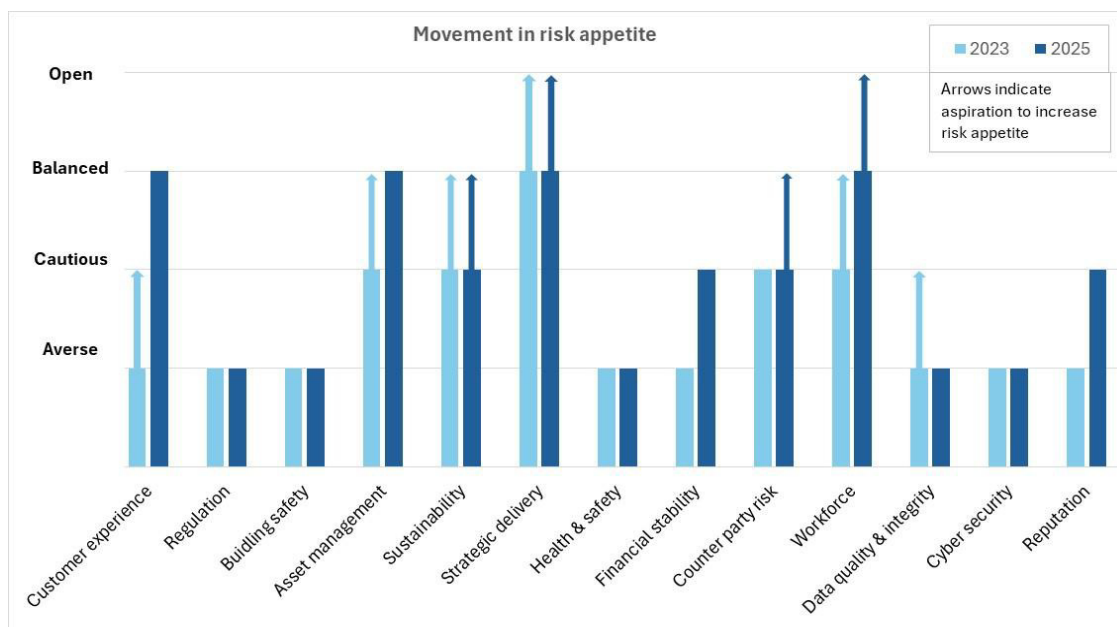
- 4.2 The top key risks are described below:

- 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)*** – This remains critical to reflect resources allocated to the data tool project.
- 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 now a gradual increase in customer satisfaction.
- 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 higher than usual.
- 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.
- 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 implement the significant requirements of the regulation.

6. **Ability to deliver historical and in year Repairs and Maintenance works within current financial resources available** – This remains a critical response risk whilst we are working towards meeting this challenge.
 7. **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 keeps this a high resource concern.
 8. **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 The following risks have been moved from Strategic to Operational risks due to the risk being reduced and the focus moving to the operational delivery of:
1. Lack of Active Asset Management of Stock
 2. Delivering the changes required from the EPC Reform
 3. Challenges in optimising the voids process to support timely housing allocations
- 4.4 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 Sector Risk Appetite and the Strategic Priorities.
- 4.5 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 Appetite Statement

- 4.6 Berneslai Homes defines its risk appetite as the level of uncertainty it is willing to accept in pursuit of its strategic objectives, values, and desired outcomes. This is central to our governance arrangements and decision-making framework. The appetite is reviewed annually by Board.
- 4.7 A formal externally facilitated review of the Risk Appetite was undertaken by Board and EMT on 16th July 2025 with DTP. Board attendees were: Mark, Sarah, Richard, Jo, Adam and Ken. DTP has used the discussion at the session to update our Risk Appetite Statement to produce the revised statement (attached as **Appendix B**).
- 4.8 From 2023 to 2025, the Board's risk appetite has increased in relation to: customer experience, asset management, financial stability, workforce and reputation. In setting risk appetite in 2023, the Board identified areas where it aspired toward a greater appetite for risks than it felt it could afford at that time. These are shown by the light blue arrows in the graph below at 4.9.
- 4.9 The graph shows a level of correlation between the aspirations of 2023 and the reality of 2025, though in some areas, appetite in 2025 has increased further and in other areas, financial resources were felt to be a constraint on developing risk appetite further. The graph shows the movement from the review in 2023 to the July 2025 review.



4.10 The revised statement includes two new drivers which were discussed at the session on 16th July 2025: Governance and Technological Innovation. Board will wish to consider these areas in more detail and to consider what current and aspirational risk appetite should apply for these two new areas. There is an extensive agenda for the Board meeting on 25 September 2025, therefore, should there be insufficient time at the meeting the Board may wish to consider the following options:

- A Task & Finish Group be established to determine the risk appetite to recommend to Board.
- The Audit & Risk Committee consider at its meeting on 23rd October to determine the risk appetite to recommend to Board.
- A session is arranged for all Board Members to determine the risk appetite.

4.11 The recommendation could be approved by Board via e-mail to ensure a timely decision is made.

Risk Management Framework Update

4.12 The Contingent liabilities register, linked [Appendix C](#), captures and monitors risks which have the potential to generate significant (£100K+) financial liabilities for Berneslai Homes which are dependent upon future events.

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

Emergency Planning Update

4.14 The Corporate Emergency Response Plan (reviewed Dec-24) and the service Business Continuity Plans (reviewed Feb-25) are reviewed annually and as required. They are available to view on the dedicated [Emergency Planning intranet page](#).

4.15 A focused assessment into the Resources Business Continuity plan is scheduled for October 2025, to be attended by all relevant managers in the

directorate. The session will deep dive into every service it provides and what action is required in the event of a cyber-attack.

5. Customer Voice/Impact

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

6. Risk and Risk Appetite

- 6.1 There is a risk that the Board, Audit & Risk Committee and management do not appreciate Berneslai Homes' key vulnerabilities and take appropriate action to manage them. The Risk Management Framework ensures that effective mechanisms are in place for the management of risk.

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

- The Strategic and Operational Risk Register reviews.
- As part of the Annual Governance Statement.
- Specific reporting to Board, such as financial reports, compliance reports, etc.
- Performance monitoring.

- 6.3 Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to Corporate Assurance recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from Regulators.

7. Strategic Alignment

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

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

8. Data Privacy

- 8.1 There are no data privacy implications arising from this report. No personal data has been processed and no DPIA (Data Protection Impact 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 The external review by DTP cost £1,330, which is included in the 2025-26 budget.

12. Human Resources and Equality, Diversity and Inclusion

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

13. Sustainability Implications

13.1 No specific zero carbon implications from this report.

14. Associated Background Papers on Decision Time

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

14.2 RSH Sector Risk Profile 2024 – [Governance Handbook section](#).

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

15. Appendices

15.1 Appendix A – Strategic Risks Headline Summary.

15.2 Appendix B – Risk Appetite Statement.

15.3 Appendix C – Contingent Liabilities - Linked [Appendix C](#) - confidential not included

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Sector Risk Profile	Strategic Objective	Updates since the July 2025 Board meeting
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. 09.07.24 - increase in disrepair cases. 18.03.25: Welfare reform announced today to reduce benefits bill. 16.04.25 : Revisions to UC Fair Repayment Rate Regulations come into force at end of April reducing overall deductions cap from 25% to 15% and giving priority to child maintenance payments over rent and service charges. 15.07.25: Continued high number of current voids.	<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 >	Delivering services to tenants (Operational risk)	Sustainable Communities	No change
We do not have the right data to make informed decisions (Data Quality) and we do not use the data we have effectively (working outside systems)	<ul style="list-style-type: none">•Sufficient resources to implement data strategy and action plan•Not meeting customer expectations - Poor reputation and satisfaction.•Data regarding both customers and assets. 24.11.23: Less concerned as actions being undertaken to mitigate 04.04.24: Increased concerned due to delays in Phase 2 or NEC which will impact CRM and Assets. 15.07.24: BMBC CRM to be implemented 05.09.24 - updated impact to actual as we can't deliver the services in the most efficient way without the right data 17.12.24: Moved to critical to reflect resources allocating to the project.	We do not currently have fully effective data quality systems in place regarding customers and assets.	Executive Director of Resources	Actual	Actual	Critical	Same Concerned >	Delivering services to tenants (Operational risk)	Well Managed	No change
Mould, damp and condensation	Are we keeping tenants safe by ensuring that damp, mould and condensation are not a health risk to tenants? 04.03.25: Awaab's Law will come into force from October 2025, ensuring social landlords have to investigate and fix dangerous damp and mould within a set amount of time.	Damp, mould and condensation have become a priority risk for all landlords, especially due to tenants being unable to afford to heat their homes due to the cost of living crisis.	Executive Director of Property Services	Actual	Actual	Critical	Same Concerned >	Health and safety (Operational risk)	Sustainable Communities	No change
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 22.11.23: Housmark mid-year TSM comparison - places BH mid quartile on most measures. This could change for year end as some of participants have rolling TSM measures. 04.04.24: Increased concern due to Backlog of works has increased complaints and reduced customer satisfaction 15.07.24: The TSM results have shown a reduction in customer satisfaction. 24.12.2024 Phase 2 of the TSM survey now closed. Results due Jan 2025 13.1.25 - moved to same concerned as phase 2 results show improvement 31.03.25: Approved the TSM method and time table for 25-26 - wave one results recieved and presented to CSC in August-25. 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 >	Delivering services to tenants (Operational risk)	Excellent Customer Services	No change
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.	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	Same Concerned >	Costs and inflation (Operational risk)	Well Managed	No change

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Sector Risk Profile	Strategic Objective	Updates since the July 2025 Board meeting
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. 14.06.23: Concerned increased. Deficit for 24-25 is nearly £2m with another £2 the year after. Increasing requirements for both the zero carbon and the unknown expectations of stock condition. Irrespective of further changes inc Decent Homes. 22.11.23: Concern remains increased. 04.04.24 - regulatory changes putting increased expectations on HRA. 13.01.25 - Increased pressure on HRA due to increase in employer NI contributions - partners inc. 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 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.	Executive Director of Resources	Actual	Actual	Critical	Same Concerned >	Costs and inflation (Operational risk)	Well Managed	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. 03.12.24: Including the risk of AI - There is a risk that the information produced by AI is not accurate and not relevant (eg using the wrong law - US rather than UK). 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 >	Data and cyber security (Operational risk)	Well Managed	Whilst it was more concerning at the last review, it has moved to 'same concerned' as the concern has not continued to increase
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 22.11.23: Increased response level due to increased risks e.g. cyber attacks in the sector and recent floods.	Are we prepared for potential impact of disaster situations to operations? Do we need to consider loss of internet as the frequency has increased?	Chief Executive	Potential	Potential	Critical	Same Concerned >	Delivering services to tenants (Operational risk)	Well Managed	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 17.07.24: BMBC looking to add in future business plan. 13.01.25 - Joint work with BMBC to look at overall 30-year business plan	<ul style="list-style-type: none">•Strategic priority in line with local and national government	Executive Director of Property Services	Actual	Actual	Important	Same Concerned >	Delivering against expectations (Strategic risk)	Sustainable Communities	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: More concerned as Claimant has applied to the Court to appeal 13.01.25 - reduced to important as potential costs reduced	23.01.23: Legal proceedings issued against BH re accident in a property management by BH on behalf of a private landlord (2019).	Executive Director of Property Services	Actual	Actual	Important	Same Concerned >	Data integrity (Operational risk)	Well Managed	No change
Reputation and perception of BH	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 >	Delivering against expectations (Strategic risk)	Partnership Working	Whilst it was more concerning at the last review, it has moved to 'same concerned' as the concern has not continued to increase
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). 26.08.25 - undertaking full review, inc clarity of roles.	<ul style="list-style-type: none">•Due to staffing resources, ED&I development lost it momentum. Following HDN assessment, ED&I was developed, launched and in the process of being fully embedded across the organisation.	Executive Director of Resources	Actual	Potential	Important	Same Concerned >	Delivering against expectations (Strategic risk)	Well Managed	No change

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Sector Risk Profile	Strategic Objective	Updates since the July 2025 Board meeting
Gap and lack of recent reviews in policies and procedures, leaves us at risk with the Housing Ombudsman and the Social Housing Regulator	Review of AM policy and procedures has identified some significant gaps in relation to the service area. Customer Services Team currently carrying out, organisational exercise. 26.06.23 - Risk moved from Operational Asset Management Risk to Corporate Risk responsible officer Head of Customer Services. This is due to the level of Policies and Procedures that have gaps throughout Property Services and Customer & Estate Services. 15.07.24 - dedicated post has become vacant - gap in resources. 31/10/24 - C1 from Regulatory Inspection highlighting good policies and procedures. 13.01.25 - No formal framework to track updates action - joint EMT SMT session - latest tracking spreadsheet and consider how it will be monitored. 29.05.25: Spotlight report published today (repairing trust) 26.08.25: All key policies and framework are on track and therefore less concerned.	Review of AM policy and procedures has identified gaps in relation to the service area.	Executive Director of Resources	Actual	Potential	Important	Less Concerned v	Delivering against expectations (Strategic risk)	Well Managed	Reduced to 'less concerned' as all key policies and the framework are on track.
We don't have the appropriately skilled and motivated workforce to deliver services effectively which meet statutory and regulatory requirements.	That we don't have appropriate resourcing levels in the workforce Workforce resilience - motivation, wellbeing (sickness absence) Workforce skills - competencies Impact - recruitment and retention - increased workload 18.03.25: Restructure creates uncertainty which may have an impact - loss of key staff 26.08.25 - results from staff survey.	Recruitment and retention Sickness levels / mental wellbeing Impending competency and conduct standard Employee feedback Increased turnover	Executive Director of Resources	Potential	Actual	Important	Same Concerned >	Delivering against expectations (Strategic risk)	Well Managed	No change
Failure to meet increasing and changing regulatory requirements	•Statutory requirements in respect of property/assets including Building Safety, decent homes. •Reputational concerns due to new Regulatory approaches by the Housing Ombudsman and the Regulator for Social Housing - TSMs, neighbourhood agenda / investment in neighbourhoods •We do not have the most effective software to do this. •The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 come into force on 1 October 2022. - New Consumer standards will be reviewed in 2023 inc new professionalism agenda (monitored as a dedicated operational risk in Corporate Services) - Corporate Assurance TSM validation report provided Limited Assurance - October 2024. Action 6 updated 18.03.25: Increased concern due to confirmed day of Awaabs law Oct-25 and uncertainty around implications. 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. 26.08.25 - more clarity on various requirements. DH - by 2035. MEES - 2030. Awaab's Law - 2025. Competency and conduct standard - 2026.	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 27.02.25: Grenfell - 49 of the recommendations are being "accepted in full" by the government and other responsible organisations.	Chief Executive	Potential	Potential	Important	Same Concerned >	Delivering against expectations (Strategic risk)	Well Managed	No change
The health and Safety of staff	•Statutory H&S requirements - Safe working practices to keep staff safe •Failure to implement policies and procedures and associated communications / training. •Lone 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.	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 >	Health and safety (Operational risk)	Well Managed	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 >	Delivering against expectations (Strategic risk)	Partnership Working	No change

Appendix B Risk Appetite Statement

1. What is risk appetite?

Risk appetite is the level of risk (uncertainty) an organisation is prepared to accept in order to meet its strategic objectives, deliver its values and meet its targets.

2. Why is a risk appetite statement important?

By considering and defining our risk appetite, the organisation can arrive at an appropriate balance between uncontrolled innovation and excessive caution. It provides guidance on the level of risk permitted and encourages consistency of approach across the organisation.

The Board is responsible for setting the direction of risk management; by determining the nature and extent of the significant risks it is willing to take in achieving its strategic objectives. The Risk Appetite Statement is an aid to the organisation in making decisions by articulating the level of risk that the Board is willing to take in given areas and providing a rationale for decisions which can be justified and evidenced. It can be particularly useful for Board and staff in selecting which projects to initiate, as the organisation's desire to take on risk or minimise risk in given areas is clearly stated.

Risk appetite is not static, and the Board may vary the amount of risk it is prepared to take dependent on time and circumstances (e.g. we may be prepared to accept a higher degree of risk if something is time-bound, or if there is a clear exit strategy). It is also true to say that we may have to tolerate risks that fall outside of our appetite if they are beyond our control.

To communicate to the organisation the amount of risk that is acceptable or unacceptable, the Board will consider and refresh its risk appetite as a minimum on an annual basis.

Berneslai Homes' Risk Appetite Statement is articulated through a combination of qualitative statements, limits and thresholds which vary depending on the type of activity being considered. These statements give guidance on the limits of risk that the Board considers it appropriate to accept.

3. Berneslai Homes' Risk Appetite – descriptors and definitions

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

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

The table below sets out each risk driver and the risk appetite agreed for each area. Where there an arrow is included, this indicates the preferred direction of travel, or aspirational risk appetite. Not all risk drivers have an aspirational rating; in those cases, this is because appetite is very unlikely to change over time.

Risk drivers and risk appetites were reviewed and refreshed at an externally facilitated workshop in July 2025.

4. Berneslai Homes Risk Appetite Summary 2025

	Averse	Cautious	Balanced	Open	Hungry
Customer Experience			Balanced		
Consumer regulation	Averse				
Asset management			Balanced		
Sustainability		Cautious →			
Strategic delivery			Balanced →		
Building safety	Averse				
Health and safety	Averse				
Financial stability		Cautious			
Counter party		Cautious →			
Workforce			Balanced →		
Data quality & integrity	Averse				
Cyber security	Averse				
Reputation		Cautious			

Arrows indicate aspirational risk appetite - see narrative below

Key:

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

5. Berneslai Homes' Risk Appetite – narrative

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

	Risk Driver	Appetite (current)	Appetite (aspirational)	What this means to Berneslai Homes
1	The customer experience	Balanced	n/a	<p>Berneslai Homes is committed to providing a good quality service to all our customers. We are a listening organisation, valuing and encouraging feedback from customers, meeting diverse needs and working together to continuously improve services.</p> <p>BH is on a continuous journey in terms of customer service. We have transitioned from Averse as we will consider innovation where it is likely to bring efficiency or to improve outcomes for customers. We will balance consideration of innovation by ensuring due consideration of potential risks and we will not take risks that might have an adverse impact on our ability to meet customer needs or to comply with legal and regulatory obligations.</p> <p>Proactive solutions include the Introduction of Voicescape; however, we will not exclude more traditional forms of service delivery (phone, face-to-face). BH accepts that in some areas of customer service delivery it does not have full control (e.g., contact centre) which limits the amount of risk it can take.</p> <p>BH is committed to the new professionalism agenda and will continue to embed a culture of customer first, ensuring all staff have the skills to interact with customers in an exemplary way.</p>
2	Legal & regulatory compliance	Averse	n/a	<p>BH understands that the legal and regulatory framework has changed as a consequence of tragedies within the social housing sector. BH is</p>

				<p>committed to compliance with legal and regulatory obligations and is averse to taking risks that could lead to non-compliance.</p> <p>At BH we set our own challenging targets and must be open and transparent with all stakeholders on our progress and any specific challenges. The BH Board has performance measures in place to enable effective scrutiny and challenge. The Board is fully aware of its responsibilities and uses its knowledge, skills and experience to monitor compliance on a regular basis. We have zero tolerance for failure to meet regulatory deadlines, and we give high priority to internal audit recommendations, taking immediate action if required to resolve any concerns.</p>
3	Building safety	Averse	n/a	<p>The Building Safety and Fire Safety Acts have increased the legislative challenges around building safety. The BH Board is fully aware of its responsibilities and uses its knowledge, skills and experience to monitor compliance on a regular basis. We aim to comply with all relevant legislation, and we are averse to building safety risks. We give high priority to internal audit recommendations and take immediate action to resolve concerns. We seek certainty and understanding of all key terms before signing contracts with providers of building safety services.</p>
4	Asset management	Balanced	n/a	<p>Berneslai Homes' Asset Management Strategy 2021-2026 was co-designed with BMBC. BH has the objective of making our stock more sustainable through investing in properties and reducing the need for repairs. Data quality is essential to inform the Asset Management Strategy, and we have a target of 100% stock condition by 2030/31 to ensure comprehensive knowledge of our homes and to support our plans to meet EPC targets. There is a need to invest appropriately in its assets, but only where those assets are viable in the future.</p> <p>BH's approach has been cautious in the past in recognition of the need to meet multiple challenges including achieving Decent Homes</p>

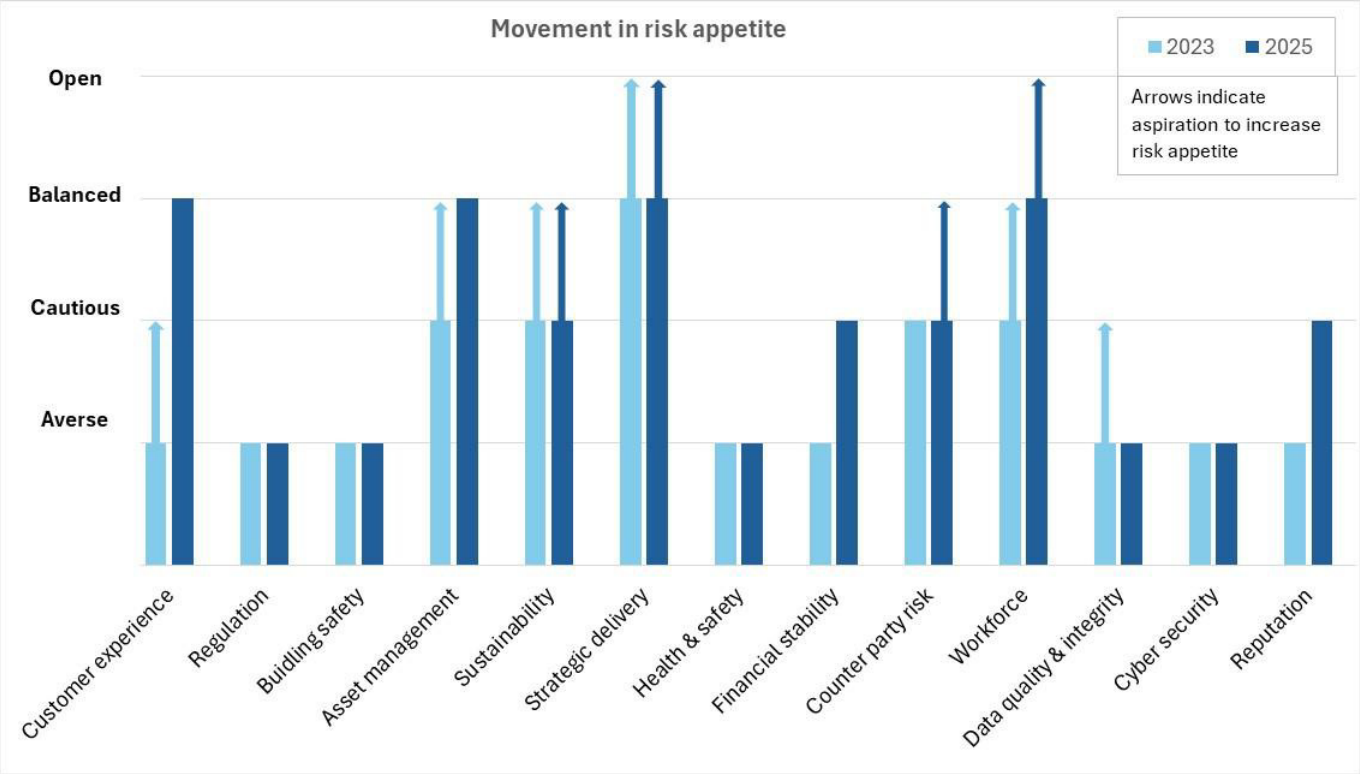
				<p>and tackling damp and mould across an aging portfolio of homes as well as managing risks relating to supply chain sustainability and retention of a skilled workforce.</p> <p>The Board has agreed that risk appetite has increased as it is necessary to find more innovative ways to solve issues, increase efficiency and ensure that BH achieves as much as possible through financial investment in our homes.</p> <p>BH must work with BMBC to influence funding for regenerating the borough. We are ambitious in considering innovative solutions, but ambition is balanced with caution around the need to ensure financial stability and aversion to non-compliance with legal and regulatory requirements.</p>
5	Sustainability	Cautious	Balanced	<p>At heart, the Board would like to set more ambitious targets around environmental stability and improve the affordability of homes for the benefit of BH's tenants. However, in alignment with the appetite around asset management risk, we are conscious of the need to balance ambition with careful management of limited financial resources and overall remain cautious about sustainability risks at the current time. We will continue to work in partnership with BMBC and will improve the sustainability of our homes where resource constraints permit.</p>
6	Strategic delivery	Balanced	Open	<p>There is a good working partnership in place between BH and BMBC and it is imperative to maintain this. We have an aspiration to be more open in our appetite for risk in order to consider greater innovation in delivery of services however we balance this aspiration with the need to develop our approach in tandem with BMBC and to ensure that innovation has clear community benefit and alignment with both BH and BMBC mission and objectives. The review by</p>

				Savills, on behalf of the council, may shape our direction on strategic delivery and our risk appetite.
7	Health & safety	Averse	n/a	BH has a zero-tolerance approach to non-compliance with all aspects of health and safety. This includes its workforce, contractors, partners, customers and the general public. BH will always seek 100% compliance with health and safety legal requirements and is averse to risks in this area.
8	Financial Sustainability	Cautious	n/a	The Board has a cautious appetite for risks to financial sustainability. There is recognition of the need to invest in homes and in delivery of services and that this means it is not possible to be completely averse to financial risk. Nonetheless, BH's approach remains cautious. Care is taken to meet budgetary and PRIP targets and to run the business in alignment with agreed plans. We aim to deliver value for money through achieving maximum social value and impact for the money we invest in Barnsley.
9	Counter party	Cautious	Balanced	BH takes a cautious approach to the contracts it has in place with third parties, as tenants could be put at risk if a partner supplier were to suddenly cease operating. We would like to take advantage of opportunities for new partnerships and will consider a limited level of risk in potential new ventures providing there is valid reason to expect benefits for our tenants. We will not take risks that might impact negatively on customers or customer services.
10	Workforce	Balanced	Open	The Board remain averse to risks in relation to compliance with employment law and we balance this with a willingness to be more open to other areas of workforce-related risks. We aim to progress as an organisation through culture, leadership, learning, and strategic change in line with our Values and Visions. A culture that recognises fairness and inclusivity. We recognise that to achieve our ambitions, we may need to be more creative in our approach to training,

				education and developing skills in line with the drive to professionalise the sector. We will develop recruitment and retention plans that are aligned to our strategic objectives and are designed around delivering services to meet customer needs.
11	Data quality & integrity	Averse	n/a	<p>Data quality has a significant impact in decision making. It is essential for sustainability, innovation, service provision, health and safety, performance monitoring, and as such BH is averse to taking risks with the quality and integrity of the data that underpins our business. We also recognise that there is opportunity inherent in having good data and that data quality is a priority concern for the Regulator of Social Housing. BH are on a journey to improving collation and accuracy of data and have recently implemented a data logic tool to help us in this journey in support of excellent customer service and compliance with the Consumer Standards.</p> <p>We have a strong responsibility to be stewards of the data we hold, and this includes ensuring that we use data appropriately and effectively to support effective decision making, to hold ourselves to account and to ensure that our services meet customer needs. We will not take risks with processes and systems that help us to achieve these aims.</p>
12	Cyber security	Averse	n/a	<p>Cyber security is a global issue with increasing risks of such areas as malware and ransom attacks. We are averse to data security risks and recognise the need to understand and prioritise controls and assurance. We undertake routine control testing with oversight and scrutiny from the Audit and Risk Committee, and we undertake joint BH / BMBC resilience exercises on cyber-attacks. Expertise on this area sits with BMBC.</p> <p>We have zero tolerance for the loss or compromise of personal/sensitive data. BH aim to use proven methods when it comes to ICT. We have a low tolerance of ICT outages and have</p>

				effective and tested Business Continuity Plans in place to respond to outages of 3 hours or more.
13	Reputation	Cautious	n/a	We have a cautious appetite for reputational risk generally extending to averse in relation to health and safety and compliance with legal and regulatory requirements. BH holds dearly its reputation as an excellent provider of management and other services in Barnsley, as a key partner of BMBC and as an employer. There will always be reputational challenges given the nature of our business, and although we aim to fully understand and mitigate these challenges, we accept that, at times, reputational damage may occur despite the best of our intentions.
14	Governance	TBC	TBC	Berneslai Homes recognises governance as a critical enabler of effective decision-making, transparency, and accountability. We maintain an averse 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.
15	Technological innovation	TBC	TBC	Berneslai Homes recognises the potential of technological innovation to transform service delivery, improve efficiency, and enhance tenant outcomes. We are prepared to take a balanced approach to adopting new technologies, ensuring that any innovation is aligned with our strategic objectives and supported by appropriate governance and risk controls. Aspirationally, we aim to become more open to calculated risks in this area, fostering a culture that encourages experimentation, agile delivery, and continuous improvement—while maintaining a clear focus on value for money, data protection, and service reliability.

From 2023 to 2025, the Board’s risk appetite has increased in relation to: customer experience, asset management, financial stability, workforce and reputation. In setting risk appetite in 2023, the Board identified areas where it aspired toward a greater appetite for risks than it felt it could afford at that time. These are shown by the light blue arrows in the graph above. The graph shows a level of correlation between the aspirations of 2023 and the reality of 2025, though in some areas, appetite in 2025 has increased further and in other areas, financial resources were felt to be a constraint on developing risk appetite further. The graph below shows the movement from the review in 2023 to the July 2025 review.





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

Report Title	Property Services Regulatory Update & Policies	Confidential	No
Report Author	Interim Exec Director of Property Services	Report Status	For Approval
Report To	Board 25 th September 2025	Officer Contact Details	Russellthompson@berneslaihomes.co.uk

1. Executive Summary	<p>Berneslai Homes continues to strengthen its compliance framework in preparation for significant regulatory changes. Three key areas are highlighted:</p> <ol style="list-style-type: none"> 1. Electrical Safety – Government will extend five-yearly EICRs to all social housing, with remedial works and reporting obligations. Berneslai Homes is well placed, with most of the stock already on a five-year cycle, though additional inspections and stronger resident communication will be required before May 2026. 2. Disrepair Policy – Provides a clear framework for managing disrepair claims, embedding legal obligations, resident engagement, and governance oversight. The policy places emphasis on early resolution, compliance with the Pre-Action Protocol, and minimising litigation risk. 3. Damp & Mould Policy – Updated to reflect Awaab’s Law, with strict statutory timescales (14/7/48 hours). The policy sets out a zero-tolerance approach, proactive risk-based inspections, and robust reporting. Resident support and engagement are central to delivery. <p>Awaab’s Law Readiness – The organisation has made strong progress in aligning its policies, reporting, and processes with Awaab’s Law. The mobilisation plan is underway, with resource planning, contractor engagement and staff training in progress ahead of the October 2025 deadline.</p>
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2. Recommendation

That Board review the report and approve the following:

- The approach to electrical safety
- The Disrepair Policy
- The Damp, Mould and Condensation Policy
- Implementation Plan for Awaab's Law

3. Regulation and Policy Update

- 3.1 This report presents three key areas of compliance and policy development for Berneslai Homes. Together, they form part of our wider approach to ensuring safe, well-maintained homes, regulatory compliance, and readiness for the forthcoming requirements of Awaab's Law. The Board is asked to note the strategic implications, operational impacts, and progress made to date.

4. Policy & Briefing Summaries

4.1 Government Proposals – Electrical Safety in Social Housing

The Government intends to extend the Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020 to cover all social housing.

The main requirements of changes include:

- Five-yearly Electrical Installation Condition Reports (EICRs) for all properties.
- Remedial works completed within 28 days.
- Tenants must receive a copy of the EICR within 28 days (and before move-in for new tenants).
- Enforcement measures and financial penalties for non-compliance.

As a result of the changes there are a number of implications for Berneslai Homes which include the need for an additional 2,012 EICRs by May 2026. To meet the requirements there will be challenges in terms of access arrangements and the overall condition of the stock. All empty homes will have any required works completed.

We will work with contractors to resource this work which has already been budgeted within 2025/26 allocations.

We will work with tenants to ensure effective communication on the requirements including the process for issuing certificates.

Next steps: Over the next few months we will review policies and procedures, update the compliance scorecard, engaging with contractors, and work with tenants to ensure effective communication.

Further details around the changes are included in the report that went to the Consumer Standards Oversight Board on 15th September 2025, attached in Appendix 1.

4.2 Disrepair Policy

The updated disrepair policy provides a framework to manage disrepair effectively, ensuring compliance with landlord obligations and protecting tenants' rights.

The policy attached in Appendix 2, covers structural issues, damp and mould, heating, water, electrical faults, and all issues affecting habitability.

As part of the policy key actions include:

- Early identification and resolution of disrepair to avoid escalation and litigation.
- Compliance with **Landlord & Tenant Act 1985, Homes (Fitness for Human Habitation) Act 2018, Defective Premises Act 1972**, and **Awaab's Law** (statutory timescales of 14/7/48 hrs for damp & mould).
- Clear roles and responsibilities for Board, EMT, and operational teams.
- Effective Resident engagement, alternative dispute resolution, and robust complaints handling.
- Strong emphasis on training, competent persons, alongside independent audits every two years.

4.3 Damp & Mould Policy

The damp and mould policy sets out a zero-tolerance approach to damp and mould, ensuring safe, warm, and healthy homes. A copy is attached in Appendix 3.

It is set within the legislative context of the Social Housing (Regulation) Act 2023 and Awaab's Law (full effect October 2025).

The requirements arising from Awaab's Law includes, undertaking investigative reports within **14 days** and providing a report to the tenant within **48 hours** of inspection.

In addition, all social housing providers will need to begin repairs within **7 days** and complete them within a "reasonable period", undertake emergency repairs within **24 hours** and decant tenants if timescales cannot be met.

As a result, we have amended our operational approach which now includes:

- Developing annual inspections (via EPC surveys, stock condition, void checks).
- Proactive diagnosis and risk-based programmes.
- Tenant support and engagement (including vulnerable households, language support, complaints handling).
- Training for staff and contractors.
- Audits every two years.
- Effective monitoring and reporting of KPIs to EMT, Task Teams, Audit Committee, and the Regulator.

5. **Awaab's Law – Overview**

Awaab's Law was introduced following the tragic death of two-year-old Awaab Ishak in 2020 from prolonged exposure to mould in his family's home. The legislation, part of the Social Housing (Regulation) Act 2023, is designed to ensure that social housing landlords act quickly and consistently to address hazards such as damp and mould in tenants' homes. Starts on 27th October 2025.

Under Awaab's Law, social landlords are legally required to:

- **Acknowledge reports of damp and mould promptly** – clear timescales for responding and beginning investigations are set out in forthcoming regulations.
- **Carry out inspections and necessary works within prescribed timescales**, ensuring issues are remedied before they become a risk to health.
- **Prioritise tenant safety** by treating reports of damp and mould as potential Category 1 or Category 2 hazards under the Housing Health and Safety Rating System (HHSRS).
- **Communicate with tenants clearly**, keeping them informed about findings, works required, and expected timescales.
- **Demonstrate robust record keeping**, using housing management systems to log reports, inspections, actions, and completion dates.
- **Evidence compliance to the Regulator of Social Housing**, as delays or failures to act will be treated as a breach of consumer standards.

As a result of the new law there are clear implications for us as acting on behalf of the landlord (Barnsley Council).

We must have a clear, resourced process in place to log, inspect, and resolve all damp and mould cases within the statutory timescales once published (consultation indicated 14 days for investigation and 7–14 days for works depending on severity).

There must be clear governance, reporting and performance monitoring to demonstrate assurance to Board, BMBC, and the Regulator that the organisation is compliant.

Failure to comply could expose the organisation to regulatory intervention, legal challenge, financial penalties, and reputational damage.

Awaab's Law raises expectations of landlords' responsibilities in relation to damp and mould. For Berneslai Homes, this means adopting a zero-tolerance approach, embedding robust inspection and response procedures, resourcing teams appropriately, and ensuring Board visibility of performance against the required timescales.

5.1 **Awaab's Law – Project Plan Summary**

Implementation date: 27 October 2025 (phased approach, but immediate duty to take all reasonable steps).

Actions proposed/progress:

- Policies (Damp & Mould, Disrepair) updated to reflect Awaab's Law statutory timescales and requirements.
- New reporting and KPI framework in place for damp & mould, linked to EMT and Board oversight.
- Resident engagement strategy under development, with clear complaints and ADR pathways.
- Contractor and workforce competence checks built into procurement and contract management.
- Training programmes for staff on damp, mould, and disrepair in preparation for October.
- Record-keeping improvements, including rollout of IT system (Compliance 365) for monitoring cases.
- Decant procedures being aligned with legal duties.

The full mobilisation plan (resource planning, communications, data readiness) has commenced and will complete by October 2025.

6. **Resourcing Implications**

- 6.1 Damp, mould and disrepairs team structure and resource is currently being reviewed to strengthen delivery performance and ensure that the new strict timeframe requirements of Awaab's Law are being met. The new Manager commenced in post in September 2025.

7. **Financial Position**

- 7.1 This is currently being reviewed to further assess potential impact and the requirement for an enhanced damp, mould and disrepairs budget as well as the new electrical safety compliance requirements.

8. **Customer Voice/Impact**

- 8.1 Safety of our tenants remains key priority for Berneslai Homes and Barnsley Council. The upcoming compliance regulatory changes related to Damp and Mould, Disrepair and Electrical Safety aims to ensure that all our tenants live in safe, warm and decent homes. This will also ensure Landlord compliance with mandatory regulations.
- 8.2 Enhanced communication strategy will be essential to keep tenants informed about their rights and the steps Berneslai Homes is taking to improve safety. We will be working with tenants on the communications strategy and information for tenants.

9. Risk and Risk Appetite mitigations

9.1 Key risks are outlined in the table below:

Risk	Potential Impact	Suggested Mitigation
Damp and Mould – non-Compliance with Awaab’s Law on 27th October 2025	<p>Failure to meet landlord regulatory compliance.</p> <p>Increase in customer complaints.</p> <p>Increase in Ombudsman cases of maladministration</p>	<ul style="list-style-type: none"> • Pennington Choices commissioned to support Berneslai Homes with the mobilisation and set out a clear plan and timelines to ensure compliance with Awaab’s Law as from 27th October 2025. • Damp, Mould and Policy for Board approval by end of September. • Weekly mobilisation meetings • Building Safety and Compliance Scorecard updated with new KPIs by mid-October 2025
Damp, Mould and Disrepair Team Structure	Damp, Mould and Disrepair Team resource does not meet the demand capacity and additional requirements set by the Awaab’s Law as from 27 th October 2025	<ul style="list-style-type: none"> • Review Damp, Mould and Disrepairs Team structure and put forward a proposal to EMT – by end of September.
Contractor Partners, PSRT and Wates are not ready for the new Awaab’s Law requirements	Contractor partners do not meet the new performance requirements / strict timeframes as set by Awaab’s Law.	<ul style="list-style-type: none"> • Weekly performance reporting against KPIs (turnaround days, completions, handbacks). • Escalation routes agreed for underperformance. • Explore rebalancing workloads across contractors.
Lack of financial controls Damp and Mould Disrepairs Electrical Safety	Overspend, unapproved variations, budget pressures	<ul style="list-style-type: none"> • Enforce strict PO (purchase order) process for all void works. Require pre-approval for variations above threshold. Monthly budget reconciliation with finance team and BPS. • Introduce scope freeze after initial inspection unless safety critical.
Increase in 24 hours emergency repairs orders puts	Customer call centre do not triage the emergency	<ul style="list-style-type: none"> • Damp and Mould Process Mapping sets out clear process for triaging

pressure on the contractor partners to meet demand and comply with requirements	and significant hazard damp and mould correctly	<ul style="list-style-type: none"> • New NEC Damp and Mould module should automate the triaging process. • Daily and weekly monitoring of the new damp and mould cases and identify / correct errors in triaging. • Set up a weekly rota for Damp and Mould Surveyors to shadow the Customer Call Centre team and provide assistance, advice with the triaging
Damp and Mould Golden thread information is broken	The damp and mould case data is not being recorded correctly and real time to ensure there is a clear golden thread	<ul style="list-style-type: none"> • Damp and mould process mapping sets out clear process to ensure that the processes are being followed correctly, the resources required, and data is recorded and auditable. • NEC Damp and Mould module will be implemented by end of October to ensure all new damp and mould cases are raised and follow the golden thread. • Corporate Assurance audit provides scrutiny on the agreed process and improvement actions.
No access to properties Damp and Mould Disrepairs Electrical Safety	Customers do not provide access to properties	<ul style="list-style-type: none"> • Update No Access Policy to include the new requirements set within Awaab's Law • Review the process for enforcement where the no access process failed to secure a positive response with the tenant
NEC delaying to release the new NEC Damp and Mould module (on 17th October 2025)	NEC system not set up on time to ensure compliance with Awaab's Law on 27 th October 2025	<ul style="list-style-type: none"> • In the interim period until we have the fully implemented module we will endeavour to ensure that all damp and mould related works are raised on the correct area in NEC to allow for full reporting of outstanding and completed works thus allowing us to comply with AWAAB's Law • Daily damp and mould automated NEC report

10. Strategic Alignment

- 10.1 This strategy aligns with both Berneslai Homes and Barnsley Metropolitan Borough Council (BMBC) long term general strategies and several specific functional strategies at Berneslai Homes.
- 10.2 Damp and Mould Working Group provide scrutiny to ensure the BH/BMBC strategic alignment.

11. Data Privacy

- 11.1 None arising directly from this report.

12. Consumer Regulatory Standards

- 12.1 The Regulator of Social Housing's Safety and Quality Consumer standards requires registered providers to ensure that tenants' homes meet the standard set out in the Government's Decent Homes Guidance and to maintain homes to at least that standard. Registered providers are also required to ensure that they take all reasonable steps to ensure the health and safety of tenants in their homes and associated communal areas. The effective management and repair of empty homes is essential in ensuring that the regulatory standards are achieved for new tenants.

13. Other Statutory/Regulatory Compliance

- 13.1 None arising directly from this report.

14. Financial

- 14.1 Financial controls in place with appropriate monitoring to EMT, BMBC and the Board.

15. Human Resources and Equality. Diversity and Inclusion

- 15.1 The staffing resource requirements are being reviewed to ensure regulatory compliance and high level of customer satisfaction.

16. Sustainability Implications

- 16.1 Stock sustainability is imperative good active asset management. Any significant works to individual properties will be reviewed as appropriate.

17. Appendices

Appendix 1 - Consumer Standards Oversight Board - Report Electrical ResSafety
Appendix 2 - Disrepair Policy
Appendix 3 - Damp and Mould Policy



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Briefing Note to	Consumer Standards Oversight Board – Government Proposals on electrical safety in social housing	Date	15 September 2025
From	Livia Williams, Head of Repairs, Maintenance and Building Safety	Contact	liviawilliams@berneslaihomes.co.uk

EMT – Government Proposals on electrical safety in social housing	
1. Purpose of Briefing	<p>To update the Consumer Standard Oversight Board on the Government's proposals to extend Electrical Safety Regulations to the social rented sector and highlight strategic and operational implications for Berneslai Homes</p> <p>Background</p> <p>The Government announced on 25th June 2025 plans to broaden the scope of the Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020, making them applicable to the social rented sector. This development follows extensive consultation and reflects increasing expectations around tenant safety and regulatory parity across all forms of rented housing.</p> <p>Headline Proposals</p> <ul style="list-style-type: none"> • Mandatory electrical installation condition reports (EICRs) at least every five years for all social housing stock, mirroring requirements in the private rented sector. • Obligation for social landlords to complete remedial or investigative works identified by EICRs within 28 Days. • Requirement to provide tenants—and local authorities upon request—with up-to-date copies of EICRs. • Provide tenants with a copy of the EICR within 28 days of completion. • Introduction of clear enforcement measures, including the possibility of financial penalties for non-compliance.

Areas to Focus:

- **Policy and Compliance:** Immediate need to review and align existing Berneslai Homes Policies & Procedures with the proposed regulatory changes. Ensure ongoing compliance and audit readiness across all properties.
- **Amend Compliance balance Scorecard** to include PAT
- **Operational Impact:** Anticipate increased frequency of inspections and necessary remedial works, with implications for resource allocation and contractor management.
- **Reputational Risk:** Proactive compliance positions Berneslai Homes as a sector leader in tenant safety, mitigating reputational risks and potential penalties from non-compliance.
 - **Resident Engagement:** Enhanced communication strategy will be essential to keep residents informed about their rights and the steps Berneslai Homes is taking to improve safety.
 - **Sector Collaboration:** Opportunity to share best practice and maintain active engagement with sector partners and regulators.
 - **Providing tenants with copies of the certificates** as required by new regulations
 - Ensuring that **remedial works** are completed within the specified timeframe, and providing documented reasons if they are not
 - **Update to existing policies and procedures** where required.
 - **No access** - The current route of enforcement will be utilised until such a time as law is passed then a review will take place to ensure this is still the best option available.

Current Electrical Compliance Position of The Stock

As of 26/08/2025, Berneslai Homes has 9 properties without an EICR in the last 10 years and 139 without one in the past 5 years, primarily due to tenant access issues, long-term voids, and property conditions.

Between July 2025 and April 2026, an additional 2,012 properties will require an Electrical Installation Condition Report (EICR) to achieve five-year compliance by May 2026. We are collaborating closely with our contractor partners to ensure adequate resources are allocated for this work. As Berneslai Homes has already been operating on a five-year EICR schedule, these requirements have been incorporated into this year's budget.

Starting November 2025 for new tenancies and May 2026 for existing tenancies, landlords will be required to provide tenants with a copy of the EICR. For new tenants, the EICR must be provided before they occupy the property; for existing tenants, it must be provided within 28 days.

In accordance with regulatory requirements, with effect as from August 2025, all new tenants will be provided with a copy of the Electrical Installation Condition Report (EICR) prior to the start of their tenancy. Following the establishment of appropriate procedures, existing tenants will receive their EICR copies commencing January 2026.

	<p>The current process for distributing EICRs is under review, with stakeholders to agree on the final method. The main option being considered is emailing the certificates; if this is not feasible, a physical copy will be mailed to the tenant. The projected annual cost for posting each certificate is approximately £6,500.</p> <p>We currently perform annual Portable Appliance Tests (PAT) on 47 furnished properties. Under new regulations, testing should be based on risk assessment but must occur at least as frequently as the EICR.</p> <p>Conducting Portable Appliance Testing (PAT) annually is the most reliable method to ensure that equipment provided in tenant properties remains safe for ongoing use.</p> <p>The above will ensure that all Berneslai Homes properties comply with safety standards set by the Regulator of Social Housing and other regulations.</p>
<p>2. Recommendations / Next Steps</p>	<ul style="list-style-type: none"> • All existing policies and procedures will be reviewed for compliance with new legislation, and any required changes will be submitted to EMT for approval. • Reviewed policies and procedures will be evaluated by the check it challengers to incorporate tenant perspectives. • Final regulations and related Government guidance will be monitored, and policies and procedures will be updated as necessary. • Develop an implementation plan, including resource assessment, contractor engagement, and resident communications. • Schedule regular updates to EMT on progress and emerging risks or challenges.

BERNESLAI HOMES POLICIES & PLANS



Disrepair Policy

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Name	Disrepair Policy
Owner	Head of Repairs, Maintenance and Building Safety
Version	Draft V0.1
Last Review	15 September 2025
Next Review	15 September 2027
Executive Team	18 September 2025
Equality Impact Assessment	To Follow
Board Approval	29 September 2027

Strategic Lead	_____
Sign	_____
Date	_____
Chair of Board	_____
Sign	_____
Date	_____

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Introduction and Objectives

- 1.1 Berneslai Homes is responsible for the repairs and maintenance to homes, communal blocks and other properties we manage on behalf of Barnsley Metropolitan Borough Council . We are committed to ensuring that the homes we manage remain safe and habitable throughout the entire lifecycle of our properties by promptly identifying repairs and disrepair issues and implementing proactive and reactive solutions.
- 2.1 The key objective of this policy is to ensure our Board, Executive Management Team, employees, partners and tenants are clear on our legal and regulatory, repair and maintenance obligations. This policy provides the framework our staff and partners will operate within to meet these obligations. Where we fall short for any reason, the policy outlines the steps we will take to put things right, whether through alternative dispute resolution or disrepair litigation.

2.0 Scope

- 1.1 Disrepair refers to a condition where a property is damaged or not functioning as it should, affecting its safety, structure or habitability. Disrepair claims may arise from a range of issues, including but not limited to, damp and mould, leaks, water damage, defective heating systems, electrical faults, structural concerns such as unsafe floors, walls or ceilings. These issues can significantly impact the health and safety of tenants.
- 2.1 Early identification and resolution of disrepair prevents escalation and legal disputes. Our aim is to work in partnership with tenants to achieve resolution and improvements in our repairs and maintenance services.
- 3.1 Through our asset management programme, we will undertake stock condition surveys as part of our wider commitment to complying with the Decent Homes Standard and the Safety and Quality Standard. This will help us evaluate the conditions of our properties and allocate resources effectively to improve them where necessary.
- 4.1 The policy reflects the Pre-action Protocol for Housing Conditions Claims, which emphasises that litigation should be last resort. We will therefore make every effort to promote early communication and resolution, avoid unnecessary legal action by carrying out timely and effective repairs, and ensure that relevant information is shared between all parties.

3.0 Roles and Responsibilities

- 1.1 The Board has overall governance responsibility for ensuring this policy is fully implemented to ensure full compliance with legislation and regulatory standards. As

such, the Board will formally approve this policy and review it every two years (or sooner if there is a change in legislation or regulation).

- 2.1 For assurance that this policy is operating effectively in practice, the Board will receive regular updates on its implementation, disrepair claims, and legal disputes.
- 3.1 The Executive Management Team (EMT) will receive monthly performance reports in respect of Disrepair performance and ensure claims are resolved effectively. They will also be notified of any noncompliance issues, or legal disputes.
- 4.1 The Head of Repairs and Maintenance and Building Safety has strategic responsibility for the management of disrepair claims, and ensuring claims are dealt with efficiently, with appropriate resolution. They will oversee the implementation of this policy.
- 5.1 The Damp, Mould and Disrepair Manager has operational responsibility for the management of disrepair claims and will be responsible for overseeing the delivery and resolution of disrepair claims.
- 6.1 The Property Service Team will provide support where gaining access to properties is difficult and will assist and facilitate any legal/controlled access processes, as necessary.

4.0 Legislation, Guidance and Regulatory Standards

- 1.1 **Legislation** – Principal legislation applicable to this policy is:

- Landlord and Tenant Act 1985.
- Homes (Fitness for Human Habitation) Act 2018.
- Defective Premises Act 1972
- Hazards in Social Housing (Prescribed Requirements) (England) Regulations 2025 – Awaab’s Law

This policy also operates within the context of additional legislation (see Appendix 1).

- 2.1 **Guidance and codes of practice** – The principal guidance and codes of practice applicable to this policy are:

- The Decent Homes Standard and the HHSRS hazard profiles and guidance.
- Pre-Action Protocol for Housing Conditions Claims (England)
- Guidance on Pre- Action Protocol for Housing Conditions Claims and Service Complaints

Regulatory standards – We must ensure we comply with the Regulator of Social Housing’s regulatory framework and consumer standards for social housing in England; the Decent Homes Standard and the Safety and Quality Standard is the primary one applicable to this policy. The Social Housing (Regulation) Act 2023 also brought changes the way social housing is regulated.

- 3.1 **Sanctions** – Failure to discharge our responsibilities and obligations properly could lead to sanctions, including prosecution by the Health and Safety Executive (the HSE) under the Health and Safety at Work Act 1974; prosecution under the Corporate Manslaughter and Corporate Homicide Act 2007; prosecution under any of the principal legislation listed in Section 4.1; and via a regulatory judgement from the Regulator of Social Housing.
- 4.1 Failure to effectively manage disrepair claims presents a significant business risk. These include reputational damage, which can undermine resident confidence and stakeholder trust.
- 5.1 Further risks include financial exposure including legal cost, compensation and settlements. There are also potential implications for insurance cover and premiums, and adverse determinations by the Housing Ombudsman. Proactive management of disrepair cases is therefore critical to safeguarding tenants, maintaining compliance, and protecting the organisation’s financial and reputational standing.

5.0 Obligations

- 1.1 The Landlord and Tenant Act 1985 and the Homes (Fitness for Human Habitation) Act 2018 place duties on landlords to comply with statutory repair obligations and ensure their properties are:
- Safe when a tenancy begins.
 - Maintained in a safe condition throughout the tenancy so the property is fit for habitation.
- 2.1 Under section 11 of the Landlord and Tenant Act 1985, Barnsley Council are required to:
- Keep in good repair the structure and exterior of the property,
 - Maintain installations for the supply of water, gas, electricity and sanitation (including basins, sinks, baths and toilets, and
 - Ensure that installations for space heating and the provision of hot water are kept in proper working order.
- To ensure they adhere to their legal requirements, Berneslai Homes fulfil these obligations as the management company.
- 3.1 Under the Homes (Fitness for Human Habitation) Act 2018, all rented properties must be fit for human habitation at the beginning of the tenancy and throughout its duration, this included but is not limited to ensuring that the property is free from:
- Damp and mould,

- Inadequate water supply,
- Poor ventilation, and
- Unsanitary conditions.

4.1 A property may be deemed unfit for human habitation even if no specific repair obligation is breached. Legal liability can arise where the overall condition of the property presents a serious risk to health or safety of the tenant or their ability to live safely and comfortably.

5.1 The Defective Premises Act 1972 requires landlords to ensure that any work done on the premises is carried out professionally and safely, and that the premises are maintained in a condition that does not pose a risk to occupants or visitors. This includes responsibilities arising from structural issues or failures to maintain essential services and can also go beyond contractual repair obligations.

6.1 The Decent Homes Standard was updated in 2006 to take account of the Housing Health and Safety Rating System (HHSRS). According to the Standard, for a home to be considered 'decent' it must:

- Meet the current statutory minimum standard for housing.
- Be in a reasonable state of repair.
- Have reasonably modern facilities and services.
- Provide a reasonable degree of thermal comfort.

6.0 Statement of Intent

1.1 We acknowledge and accept our responsibilities with regards to Disrepair under the legislation and regulations, as outlined in Sections 4 and 5.

2.1 We will respond to all disrepair claims concerning our properties with a commitment to a fair, prompt, and effective resolution, ensuring compliance with relevant legislation.

3.1 We will take a strategic approach to investing in our properties, aiming to achieve and maintain the Decent Homes Standard by targeting stock condition surveys on 20 per cent of our properties annually. This is a strategic framework for Home Improvement Survey programme, methodology based on varied analytical factors. This approach would entail specific elemental reports of all assets on a street to ensure a consistent data return. It is recommended that a sample of assets be reviewed and used to give overall picture of the street (likely a 15-20% sample). It is likely streets would include between 20-60 assets. This would ensure that a street has consistent data returns for external elements leading to a better-quality outcome for the data.

4.1 We will ensure that our properties are maintained effectively to a standard that prevents conditions becoming a statutory nuisance under the Environmental Protection Act 1990.

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Prompt investigation and remediation of issues such as damp and mould, leaks, or poor sanitation will be prioritised to ensure legal and regulatory compliance.

- 5.1 We undertake cyclical servicing and risk assessments of our properties to identify and mitigate any potential safety hazards.
- 6.1 We will communicate clearly with tenants about how to report defects and what to expect in terms of response times and remedial actions.
- 7.1 We will ensure that any defects in the structure or fabric of a building are identified and rectified in a timely and efficient manner.
- 8.1 We will ensure all cases of condensation, damp, and mould are assessed and addressed through remedial works in accordance with our damp and mould policy prioritising the wellbeing of tenants.
- 9.1 We will utilise our voids process to identify potential disrepair and deploy resources to remedy defects before a property is re-let.
- 10.1 We will co-operate with relevant authorities and regulatory bodies to ensure compliance with statutory duties relating to the condition and safety of our premises.
- 11.1 We will operate a robust process if there is difficulty gaining access to a property to carry out safety checks or remediation works. We will use the legal remedies available within the terms of the tenancy agreement, lease or license, provided the appropriate procedures have been followed and approval given by a Head of Service (or more senior role). Where resident vulnerability issues are known or identified, we will ensure that we safeguard the wellbeing of the resident.
- 12.1 We will operate effective contract management arrangements with the contractors responsible for delivering repairs or services, including ensuring contracts/service level agreements are in place, conducting client-led performance meetings and ensuring that contractors' employee and public liability insurances are up to date on an annual basis.

7.0 Pre-Action Protocol for Housing Conditions Claims (England)

- 1.1 The Pre-Action Protocol for Housing Condition Claims (England) is a set of procedural steps that tenants and landlords should follow before the commencement of legal proceedings. Its purpose is to encourage early communication, exchange of relevant information, and attempts to resolve the issue to avoid legal disputes.
- 2.1 We will consider all appropriate forms of Alternative Dispute Resolutions to help resolve disrepair claims more efficiently and maintain positive relationships with our tenants. By engaging in early and constructive dialogue, we aim to reach fair outcomes without the need for legal proceedings.

- 3.1 In line with the Pre-Action Protocol for Housing Condition Claims, we will appoint an expert in the event of a disrepair claim. Wherever possible, we will see to agree on a single joint expert with the resident to ensure a fair and efficient process.
- 4.1 If an agreement cannot be reached, we reserve the right to appoint our own expert, while the tenant may instruct theirs independently at their own expense. In such cases, a joint inspection involving both parties will be arranged to assess the condition of the property.

Insurance

- 5.1 In the event that claims, damages, or loss of amenity exceed our compensation threshold (e.g. claims over £1,000), we will refer the case to our insurers to assess and provide the appropriate level of compensation.
- 6.1 We will ensure to communicate clearly with tenants when this is the case, providing information on the insurer, as well as any applicable timescales to the claim.

8.0 Complaints

- 1.1 We will ensure any disrepair complaints, where legal proceedings have not been issued, are handled effectively, with the aim of resolving issues efficiently and preventing recurrence. All accepted complaints will be handled in accordance with our Complaints Policy.
- 2.1 Where the tenant is not satisfied with the resolution, we will provide them with the next steps and how to contact the Ombudsman. We will work collaboratively with the Housing Ombudsman and ensure that the tenant is aware of their rights.

9.0 Data and Records

- 1.1 We will ensure our approach to record keeping is accurate and robust and supports an organised efficient approach to collating disrepair claim information.
- 2.1 We will maintain a core asset register of all properties we own or manage, with component/attribute data against each property on NEC.
- 3.1 We will operate a robust process to manage all changes to our asset holdings, including property acquisitions and disposals.
- 4.1 We will keep all records, warning notices and remedial work records for at least six years and for the duration that we own and manage the property. We will have robust processes and controls in place to maintain appropriate levels of security for all repairs,

inspections, stock condition surveys, and all disrepair related data and records. These will be held in Compliance 365.

10.0 Resident Engagement

- 1.1 We will establish a resident engagement strategy and communication programme to support tenants in their understanding of disrepair and housing condition claims.
- 2.1 This will assist us in promptly resolving issues and encourage and support tenants to consider alternative dispute resolution routes and help us to engage with vulnerable and hard to reach tenants.
- 3.1 We will share information clearly and transparently and will ensure that information is available to tenants via regular publications and information on our website.

11.0 Competent Persons

- 1.1 Our staff and contractors will have the skills and knowledge to identify signs which could develop into a disrepair claim and discuss with tenants how to manage problems. Staff will be encouraged to look out for signs whenever they visit a resident's home.
- 2.1 The Damp, Mould and Disrepair Manager will hold at least one of the following qualifications: High National Building Certificate, RICS, BSC or Expert witness certification (or appropriate asset management equivalent). If they do not have at least one of the listed or equivalent qualifications already, they will obtain within 24 months of the approval of this policy.
- 3.1 We will check our contractors hold the relevant qualifications and accreditations when we procure them, and thereafter on an annual basis; we will evidence these checks and each contractor's certification appropriately.

12.0 Training

- 1.1 We will deliver training on this policy and the procedures that support it, through appropriate methods including team briefings; basic disrepair awareness training; and on the job training for those undertaking disrepair related repair works and planned maintenance work as part of their daily job. All training undertaken by staff will be formally recorded.

13.0 Performance Reporting

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

KPIs will be benchmarked against Berneslai Homes peer groups.

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

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

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

Berneslai Homes will publish repairs performance information to tenants. As standard practice, our repairs performance is included in our quarterly performance report which is published and accessible to tenants.

This will include a summary of actions we are taking to address any underperformance.

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

- 1.2 We will report to the following strategic groups:

Report recipient	Frequency
Regulator of Social Housing	Quarterly
Executive Management Team	Monthly
Damp and Mould Task Team	Two Monthly
Audit and Risk Committee	Six to Eight weeks

- 1.3 We will also report the following:

Data – the total number of:

- Domestic properties.
- Properties with live disrepair claims
- Properties with live works orders for disrepair related issues.

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- Number of properties with live complaints for disrepair claims.
- Number of properties undergoing alternative dispute resolution routes.
- Number of properties in legal dispute resolution routes.
- Number of properties subject to enforcement action from local authorities.

Narrative - an explanation of the:

- Current position.
- Corrective action required.
- Anticipated impact of corrective actions.
- Progress with completion of repairs works.
- Financial implications

14.0 Quality Assurance

1.1 We will ensure there is a programme of post inspections in place to ensure the quality of repair work that is carried out to address disrepair claims. This will be:

- 100 per cent of responsive repairs for works to address the root cause or symptoms of the disrepair claim.
- 100 per cent of all works carried out following complaints of disrepair related claims.
- 100 per cent of all works carried out to resolve disrepair claims.

2.1 We will also revisit tenants who have had a confirmed disrepair case to ensure that our repairs, advice, or other action has resolved the issue. The visits will take place three and six months after the completion of the repairs or the conclusion of any period of advice or other support.

3.1 We will carry out an independent audit of our approach to identifying and addressing disrepair claims at least once every two years, to specifically test for compliance with legal with legal and regulatory obligation and to identify non-compliance issues for correction.

15.0 Significant Non-Compliance and Escalation

1.1 Our definition of significant non-compliance is any incident which has the potential to result in a potential breach of legislation or regulatory standard, or which causes a risk to health or safety, and which needs to be managed as an exception to routine processes and procedures. All non-compliance issues will be reported and escalated as soon as possible, and no later than 24 hours after the incident occurred, or of an Berneslai Homes employee becoming aware of it.

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- 2.1 Any non-compliance issue identified at an operational level will be formally reported to the Damp, Mould and Disrepair Manager in the first instance, who will agree an appropriate course of corrective action with the Head of Repairs, Maintenance and Building Safety and report details of the same to the EMT.
- 3.1 The Executive Management Team will ensure Board are made aware of any non-compliance issue, so they can consider the implications and act as appropriate.
- 4.1 In cases of serious non-compliance, EMT and Board will consider whether it is necessary to disclose the issue to the Regulator of Social Housing as required by the regulatory framework, or any other relevant organisation such as the Health and Safety Executive.

16.0 Glossary

- 1.1 This glossary defines key terms used throughout this policy:
 - **Expert/Single Joint Expert:** An independent expert agreed upon by individual or all parties in a dispute to provide impartial evidence of disrepair allegations.

Appendix 1 - Additional Legislation

This policy also operates within the context of the following legislation:

- The Defective Premises Act 1972
- Health and Safety at Work Act 1974
- The Occupiers' Liability Act 1984
- Corporate Manslaughter and Homicide Act 2007
- Landlord & Tenant Act 1985
- Homes (Fitness for Human Habitation) Act 2018
- Commonhold & Leasehold Reform Act 2002
- Environmental Protection Act 1990
- Equality Act 2010
- Right to Repair Regulations 1994
- Building Regulations
- The Housing Acts 1985 & 1996
- Housing Act 2004
- Housing Health and Safety Rating System (HHSRS) 2006
- Pre-Action Protocol for Housing Disrepair Cases (England)
- The Secure Tenants of Local Housing Authorities (Right to Repair) Regulations 1994
- General Data Protection Regulations 2016
- Data Protection Act 2018

As an addition, a full Equality Impact Assessment will be completed before Board approval of this policy. This will include our commitment to clinically vulnerable tenants and translation services.

Appendix 2 – Statutory repair categories and response timescales (Right to Repair Regulations 1994)

SCHEDULE

<i>Defect</i>	<i>Prescribed period (in working days)</i>
Total loss of electric power	1
Partial loss of electric power	3
Unsafe power or lighting socket, or electrical fitting	1
Total loss of water supply	1
Partial loss of water supply	3
Total or partial loss of gas supply	1
Blocked flue to open fire or boiler	1
Total or partial loss of space or water heating between 31st October and 1st May	1

Total or partial loss of space or water heating between 30th April and 1st November	3
Blocked or leaking foul drain, soil stack, or (where there is no other working toilet in the dwelling-house) toilet pan	1
Toilet not flushing (where there is no other working toilet in the dwelling-house)	1
Blocked sink, bath or basin	3
Tap which cannot be turned	3
Leaking from water or heating pipe, tank or cistern	1
Leaking roof	7
Insecure external window, door or lock	1
Loose or detached bannister or hand rail	3
Rotten timber flooring or stair tread	3
Door entryphone not working	7
Mechanical extractor fan in internal kitchen or bathroom not working	7

BERNESLAI HOMES POLICIES & PLANS



Damp and Mould Policy



Name	Damp and Mould Policy
Owner	Head of Repairs, Maintenance and Building Safety
Last Review	15 September 2025
Next Review	15 September 2027
Executive Team	18 September 2025
Equality Impact Assessment	To follow
Board Approval	29 September 2027

Strategic Lead

Sign

Date

Chair of Board

Sign

Date

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1.0 Introduction and Objectives

- 1.1 Berneslai Homes is committed to maintaining our homes to a high standard and to make sure our tenants stay safe, healthy, and well in their homes. Damp and mould are issues which can have a serious impact on the health and well-being of our tenants and cause damage to both our assets and to items stored within them.
- 1.2 This policy sets out our approach to dealing with damp and mould in our homes and communal areas. It covers the services we provide to customers who rent their home under a tenancy agreement and those who occupy under a licence. Different properties, often of different ages, need to be looked after differently by Berneslai Homes and by tenants. For leaseholders, we will meet the responsibilities as set out in terms of the lease.

2.0 Scope

- 2.1 The Social Housing (Regulation) Act 2023 introduces Awaab's Law, which will come into full implementation on the 27th October 2025. The legislation includes fundamental changes to remediate damp, mould and emergency hazards within rigorous timescales. While Awaab's law will be implemented in a phased approach, landlords must take all reasonable steps to comply with the new legal requirements from the outset.
- 2.2 This policy takes account of the recommendations made in the Housing Ombudsman Service Report – Spotlight on Damp and Mould – October 2021 and has been updated to reflect the key success factors outlined in the Housing Ombudsman Update Report – February 2023.
- 2.3 This policy outlines Berneslai Homes approach to damp and mould including proactive and reactive investigations, planning of resources in anticipation of periods of higher demand, budget management to reduce instances of damp and mould, ensuring staff have the correct competence and equipment to assess cases, and our tenants engagement and complaints procedures.
- 2.4 Damp and mould can pose risks to health due to increased prevalence of house dust mites and mould or fungal growths resulting from dampness and/or high humidities. The government's guidance on the Housing, Health, and Safety Rating System (HHSRS) states that the hazard of damp and mould includes threats to mental health and social well-being which may be caused by living with the presence of damp, damp staining and/or mould growth.

3.0 Definitions

- 3.1. **Mould** is a type of fungus. It spreads through spores, which are invisible to the naked eye but are in the air around us all the time and can quickly grow on surfaces where dampness persists, or water has formed into a visible covering.
- 3.1. **Dampness** is an excess of moisture that cannot escape from a structure, which can also go on to cause significant damage to the building such as collapsed ceilings and rotten timber elements such as windows and doors.
- 3.2. There are four main causes of dampness in homes in England. It is important to understand the difference between them because they each need different solutions:
- 3.3. **Water leaks** from defective supply and waste pipework (especially in bathrooms and kitchens) can affect both external and internal walls and ceilings. The affected area looks and feels damp to the touch and stays damp regardless of the prevailing weather conditions. It is the result of a problem or fault with the home or building, which requires repair. Who is responsible for the repair depends on where and why the leak happens. Berneslai Homes' usual approach will be to resolve the leak, to prevent a risk to the tenants or others, and to recover the costs if the leak is not our responsibility.
- 3.4. **Rising damp** is caused by water rising from the ground into the home or building. Water gets through or around a defective damp proof course (DPC) or passes through the masonry that was built without a DPC. Rising damp will usually only affect basements and ground floor rooms. It will be present all year round but can be more noticeable in winter. It is generally the result of a problem or fault with the property, which requires repair. This will usually be Berneslai Homes' responsibility.
- 3.5. **Penetrating damp** appears because of a defect in the structure of the home or building, such as damaged brickwork, missing roof tiles, loose flashing or leaking rainwater goods. These defects allow water to pass from the outside to the floors, walls, or ceilings. Penetrating damp is far more noticeable following a period of rainfall and will normally appear as a well-defined 'damp-patch' which looks and feels damp to the touch. It is the result of a problem or fault with the home, which requires a repair. Who is responsible for the repair depends on what the fault is and where it happens. Berneslai Homes' usual approach will be to resolve the penetrating dampness, either through direct action or through working with others if a third party is causing the problem. We will do this to prevent a risk to the tenants or others and will seek to recover the costs if the cause of the dampness is not our responsibility.
- 3.6. **Condensation** is a common cause of dampness and is caused by moisture in the air (water vapour) inside the dwelling meeting a colder surface, such as a window

or wall. The drop in temperature causes liquid water to form on the surface and then soak in. It is usually found in kitchens, bathrooms, the corners of rooms, on north facing walls and on or near windows – all places that either tend to have a lot of moisture in the air, or to be cold generally. It is also found in areas of low air circulation such as behind wardrobes and beds, especially when they are pushed up against external walls.

- 3.7. All homes in England can be affected by condensation because the climate is often cool and wet. Normal household activities also constantly release moisture into the air. Good practice in the home minimises and alleviates condensation, and in many cases will prevent it causing dampness and persistent mould. However, on occasion the root cause can be a problem that requires a Berneslai Homes repair or an improvement to the home or property. In others, a different solution may be needed (for example, in cases of severe overcrowding).
- 3.8. **Awaab's Law** – Named in memory of Awaab Ishak, the toddler who tragically passed away in 2020. Awaab's law is part of the Social Housing Regulation Act 2023, which requires social landlords to address damp and mould hazards within specific time frames, from October 2025. The law mandates that landlords, investigate reported hazards, within 14 calendar days, report back to the customer within 48 hours, and commence repairs within 7 calendar days. Emergency repairs must be completed within 24 hours.

4. Roles and Responsibilities

The table below illustrates the structure for responsibility and decision making in relation to this policy

- 4.1. **The Board** has overall governance responsibility for ensuring this policy is fully implemented to ensure full compliance with legislation, regulatory standards and the requirements of other stakeholders such as the Housing Ombudsman Service. As such, the Board will formally approve this policy and review it every two years (or sooner if there is a change in legislation or regulation).
- 4.2. For assurance that this policy is operating effectively in practice, the Board will receive regular updates on its implementation, damp and mould performance and non-compliance.
- 4.3. **The Executive Management Team (EMT)** will receive monthly performance reports in respect of damp and mould and ensure compliance is being achieved. They will also be notified of any non-compliance issue identified.
- 4.4. **The Head of Repairs, Maintenance and Building Safety** has strategic responsibility for the management of damp and mould, and ensuring compliance is achieved and maintained. They will oversee the implementation of this policy.

- 4.5. **The Damp, Mould and Disrepair Manager** has operational responsibility for the management of damp and mould cases and will be responsible for overseeing the delivery of remedial programmes.
- 4.6. **The Property Services Team** will provide support where gaining access to properties is difficult and will assist and facilitate any legal or controlled access processes as necessary.
- 4.7. **All Frontline Staff** will be responsible for identification and reporting of damp and mould issues during property visits.
- 4.8. **Contractor Delivery Partners** are responsible for the delivery of remedial actions as necessary

5. Legislation, Guidance and Regulatory Standards

- 5.1. **Legislation** - The principal legislation applicable to this policy is:
 - Awaab's Law 2025 - The Social Housing (Regulation) Act 2023- Awaab's Law. Comes into force 27 October 2025
 - The Housing Act 2004
 - The Landlord and Tenant Act 1985 as amended by The Home (Fitness for Human Habitation) Act 2018
 - Social Housing (Regulation) Bill
 - Decent Homes Standard 2006
 - Consumer Regulations 2024 – Safety and Quality Standards
 - This policy also operates within the context of additional legislation (see Appendix 1).
 - Housing Ombudsman Spotlight Report on damp and mould
- 5.2. This policy and associated procedure are designed to reflect the main action points from the Housing Ombudsman Spotlight Report on Damp and Mould including
 - Having a zero-tolerance approach
 - Having a policy in place
 - Finding your silence
 - Understanding and managing risk
 - Not placing the onus on the resident
 - Reviewing with our residents
 - Ensuring our net zero approach does not lead to damp and mould.

5.3. **Guidance** – The principal guidance applicable to this policy is:

- The Decent Homes Standard and the HHSRS hazard profiles and guidance
- Housing Ombudsman Spotlight on Damp and Mould: It's not lifestyle – October 2021 and February 2023 update.
- Awaab's Law: Draft Guidance for Social Landlords – June 2025

5.4. **Regulatory standards** – We must ensure we comply with the Regulator of Social Housing's regulatory framework and consumer standards for social housing in England; the Safety and Quality Standard is the primary one applicable to this policy. The Social Housing (Regulation) Act 2023 also brought changes to the way social housing is regulated.

5.5. **Sanctions** – Failure to discharge our responsibilities and obligations properly could lead to sanctions, including prosecution by the relevant local authority under the Housing Act 2004, the Health and Safety Executive (the HSE) under the Health and Safety at Work Act 1974; prosecution under the Corporate Manslaughter and Corporate Homicide Act 2007; and via a regulatory notice from the Regulator of Social Housing.

5.6. Failure to effectively address damp and mould, and to comply with the requirements of Awaab's Law, also presents significant business risks. These include reputational damage, which can undermine tenants confidence and stakeholder trust.

5.7. Further risks include financial exposure through disrepair claims, potential implications for insurance cover and premiums, and adverse determinations by the Housing Ombudsman. Proactive management of damp and mould is therefore critical to safeguarding tenants, maintaining compliance, and protecting the organisation's financial and reputational standing.

6. Obligations

6.1. The Housing Act 2004 requires that properties must be free from Category 1 HHSRS hazards, including damp and mould, and excess cold. Category 1 hazards (band A-C) mean a property does not meet the legal minimum standard for housing condition, and action must be taken to reduce the risk to that which would be expected of a property of that age and type. The government has directed local authorities in November 2022 to have regard to 'high scoring Category 2 hazards (band D and E) for damp and mould when considering enforcement action.

6.2. The Landlord and Tenant Act 1985 as amended by the Homes (Fitness for Human Habitation) Act 2018 requires that properties must be fit for human habitation, including being free of dampness prejudicial to the health of occupants, and category 1 HHSRS hazards.

- 6.3. The Decent Homes Standard was updated in 2006 to take account of the Housing Health and Safety Rating System (HHSRS). According to the Standard, for a home to be considered 'decent' it must:
- Meet the current statutory minimum standard for housing.
 - Be in a reasonable state of repair.
 - Have reasonably modern facilities and services.
 - Provide a reasonable degree of thermal comfort.
- 6.4. The Social Housing (Regulation) Act 2023 introduces Awaab's Law, effective from 27th October 2025. Under the requirements of the legislation, Landlords must:
- Investigate cases of damp and mould where there is a potential significant hazard within 10 Working Days of being made aware of them.
 - Provide a written report summarising the investigation to tenants within 3 working days of the investigation's completion
 - undertake relevant safety work within 5 working days of the investigation concluding, if the investigation identifies a significant hazard
 - Carry out any additional work within an additional 5 days. If additional works cannot be completed within 5 working days these need to be commenced within 12 weeks and completed within a reasonable timescale.
 - Investigate any potential emergency hazard and undertake relevant safety work within 24 hours of the case being raised.
- 6.5. Inform tenants of their rights, including how to make a complaint and what they can expect.
- Trigger a decant process, if the proposed timeframes under Awaab's Law cannot be met.
 - Maintain adequate record keeping throughout repair works

7. Statement of Intent

- 7.1. We will take a zero-tolerance approach to damp and mould and provide dry, warm, healthy, and safe homes for our tenants which are free from any serious hazards.
- 7.2. We will enhance our understanding of our assets in relation to damp and mould and have proactive programmes for managing this issue. This will include analysis of stock condition data, our tenants, and complaint levels (or lack of) to drive a data and risk-based approach.
- 7.3. We will undertake all reasonable steps to comply with Awaab's Law, adopting a person-centred approach to dealing with damp and mould cases within the prescribed time frames. We will adjust the measures in place and the principles within this policy, in accordance with the phased introduction of Awaab's Law.

- 7.4. We will conduct annual checks across all our properties to ensure they remain safe, compliant and in good condition. This will be achieved through a combination of the following measures: stock condition surveys, energy performance certificate (EPC) surveys, void property inspections, heating system checks, inspections of capped-off properties and fire door inspections.
- 7.5. We will ensure the fabric of our homes is protected from deterioration and damage which may result from, or which could cause damp.
- 7.6. We will take responsibility for proactively diagnosing and resolving damp and mould in a timely and effective way.
- 7.7. We will ensure our retrofit programmes consider and help prevent condensation, damp, and mould, adhering to the PAS2035 retrofit standard.
- 7.8. We will consider whether any properties which are affected by condensation, damp and / mould are also affected by the hazard of excess cold and will take action to also address that hazard.
- 7.9. We will ensure our reporting systems and processes are accessible and treat tenants reporting damp and mould with empathy and respect and will not prejudge the reason for any issue.
- 7.10. We will operate an open and transparent complaints process which is proactively communicated to tenants.
- 7.11. We will ensure our tenants engagement strikes the right tone and provides support to tenants to avoid condensation, damp, and mould in properties.
- 7.12. We will maximise available budgets to deal with condensation, damp, and mould issues.
- 7.13. We will ensure our staff are trained to spot potential issues with condensation, damp, mould, and condensation, so they can proactively advise tenants, diagnose problems, and provide solutions.
- 7.14. Where properties may be earmarked for disposal, we will take steps to ensure that they do not regrade to an unacceptable condition and regularly engage with tenants living in them.
- 7.15. The organisation will ensure that tenants are not automatically apportioned blame for the presence of damp and mould, and that communication avoids language which could leave tenants feeling blamed.
- 7.16. Missed appointments relating to damp and mould will be reviewed to identify any underlying issues. Appropriate steps will be taken to reduce missed visits and to make every reasonable effort to gain access so that damp and mould problems can be effectively addressed. If access is still not provided, we will follow the organisation's No Access Policy.

8. Dealing with Damp and Mould

- 8.1. We will take a proactive, data led approach to dealing with damp and mould and proactively manage risk through cyclical surveying of stock, reactive repairs, planned preventative investment, and providing advice and guidance to tenants.
- 8.2. When a property becomes vacant, and prior to re-letting, we will identify and remediate any issues that may cause damp and any of the symptoms of or consequential damage arising from condensation, damp, and mould. We will follow our void specification process, which may include ensuring doors and windows are serviceable and can effectively ventilate the property, ensuring extractor fans are working well, as well as applying mould treatments where necessary.
- 8.3. Tenants are required to report any issues to us as soon as possible after noticing a problem. When we receive a report, a surveyor will attend the property to determine the cause and seek to resolve the immediate issue. In some cases, they may need to further diagnose the problem. Sometimes finding out what's causing damp and mould isn't always straightforward and could be due to a combination of factors. Any repairs that are required to be carried out will be dealt with in accordance with our Repairs and Maintenance Policy.
- 8.4. Where damp is because of condensation, we will work with our tenants to take appropriate measures to prevent the damp and mould occurring. This might include advice about how to control moisture levels or increase ventilation or heating, so that relative humidity is kept within the optimum range for comfort and prevention of dust mites and mould spores. An educational leaflet informing tenants about identifying and preventing damp and mould will be provided.
- 8.5. When a severe or recurring condensation, damp or mould issue is identified we will undertake a comprehensive risk assessment which might result in a range of actions to support the tenants depending on their circumstances. This may include providing dehumidifiers, the installation of positive input ventilation, mechanical or passive ventilation systems, and data tags for ongoing monitoring, as appropriate, on a case-by-case basis.
- 8.6. We will keep tenants informed of any property inspections, diagnosis of issues and the timetabling of works, where these are required. This includes explaining to them why work might be needed and what work might be done. If any changes to the programme of works are needed, we will keep them informed. Where work is not required, tenants will be informed, and we will explain the reason why no further work is needed and the steps they should take.
- 8.7. For more complex cases, and especially where more intrusive building work is required and/or there is a serious health risk to the tenants or a member of their household, we will utilise specialist contractors and consultants, such as structural

engineers. We may require them to move out of their home either on a temporary or permanent basis. We will consider the individual circumstances of the tenants and engage with them as part of our decision-making process and to find suitable alternative accommodation. We will ensure that appropriate checks are carried out at the property to ensure it is suitable for the tenants to return to.

- 8.8. Our tenancy (and leasehold) agreements require customers to allow us (including appointed contractors) access to their home to carry out works at the agreed appointment time. If we are unable to gain access and the integrity of the property, its fabric and/or the safety of the customer or those in the vicinity of the property is compromised, we will take appropriate action. For example, this may include but is not limited to obtaining an injunction for access.
- 8.9. In line with our Complaints Policy, we may pay compensation if we fail to deliver the service we have committed to and/or distress and inconvenience has been caused, because of our service failure. Each case will be considered on its own merits, considering the degree and impact of the service failure, and the individual circumstances of the tenants and their household. Berneslai Homes do not pay where furniture or belongings have been damaged. This is something that would be determined through an insurance claim through BMBC.

9. Data and Records

- 9.1. We will ensure our approach to record keeping is accurate and robust, and supports a risk-based, zero tolerance approach to dealing with damp and mould.
- 9.2. We will maintain a core asset register of all properties we own and/or manage, with component/attribute data against each property on NEC. Property files are also stored on our SharePoint file repository.
- 9.3. We will operate a robust process to manage all changes to our asset holdings, including property acquisitions and disposals.
- 9.4. We will keep all records, warning notices and remedial work records for at least six years and for the duration that we own and manage the property. We will have robust processes and controls in place to maintain appropriate levels of security for all repairs, inspection, condensation, damp and mould related data and records. We intend to introduce the Compliance 365 system for future monitoring of damp, mould and condensation cases.

10. Tenants Engagement and Support

- 10.1.1. We will establish a tenants engagement strategy and communication programme to support tenants in their understanding of condensation, damp, and mould, including how to report issues and our complaints procedure.

- 10.1.2. This will assist us in maximising access to assess risks and take remedial action, encourage, and support tenants to report any concerns about condensation, damp, and mould, and help us engage with vulnerable and hard to reach tenants.
- 10.1.3. We will share information clearly and transparently and will ensure that information is available to tenants via regular publications and information on our website.
- 10.1.4. We will give tenants advice on how to prevent condensation, damp, and mould and what they should do to remove mild cases of mould. However, we recognise that not every tenant will be able to resolve condensation, damp, and mould themselves. We will provide appropriate support in such cases in relation to the specific circumstances and the individual tenants' needs.
- 10.2. We know that some tenants cannot afford to heat their homes adequately due to their income levels. We will work with tenants to ensure that they are receiving the income to which they are entitled. We will support any referrals for any available funding and income maximisation to Barnsley Council.
- 10.3. Where homes are overcrowded, humidity will tend to be higher, and this increases the likelihood of condensation. We will work with the tenants and explore solutions which may include moving to a more suitable home if this is available and appropriate.
- 10.4. We aim to resolve complaints as quickly as possible without tenants needing to resort to disrepair claims and legal action. We will follow guidance in the Housing Ombudsman's Complaint Handling Code to take action to put things right without waiting for the complaints procedure to be completed. We will engage with the Housing Ombudsman Dispute Support Team for guidance if required.
- 10.5 Where legal action is taken, we will follow the Pre-Action Protocol for Housing Conditions Claims so that we may resolve the dispute outside of court to help ensure issues are resolved quicker for customers.

11. Competent Persons

- 11.1. Our staff and contractors will have the skills and knowledge to identify signs of condensation, damp, and mould, and discuss with tenants how to manage problems. Staff will be encouraged to look out for signs whenever they visit a tenants' home.
- 11.2. The Damp, Mould and Disrepair Manager will hold at least one of the following qualifications: High National Building Certificate, RICS, BSC or Expert witness certification (or appropriate asset management equivalent). If they do not have at least one of the listed or equivalent qualifications already, they will obtain within 24 months of being appointed to their position.
- 11.3. We will check our contractors hold the relevant qualifications and accreditations when we procure them, and thereafter on an annual basis; we will evidence these checks and each contractor's certification appropriately.

12. Training

- 12.1. We will deliver training on this policy and the procedures that support it, through appropriate methods including team briefings; basic condensation, damp, and mould awareness training; and on the job training for those delivering planned maintenance and repair works as part of their daily job. All training undertaken by staff will be formally recorded.
- 12.2. We will share learning from complaints and the positive impact of changes made as a result within the organisation and externally, to promote a learning culture.

13. Performance Reporting

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

KPIs will be benchmarked against Berneslai Homes peer groups.

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

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

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

Berneslai Homes will publish repairs performance information to tenants. As standard practice, our repairs performance is included in our quarterly performance report which is published and accessible to tenants.

This will include a summary of actions we are taking to address any underperformance.

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

We will report to the following strategic groups:

Report recipient	Frequency
Regulator of Social Housing	Quarterly
Executive Management Team	Monthly
Damp and Mould Task Team	Two Monthly
Audit and Risk Committee	Six to Eight weeks

12.2 As a minimum, we will report:

Data – the total number of:

- Domestic properties.
- Number of properties with confirmed Category 1 HHSRS damp and mould hazards.
- Number of properties with confirmed Category 2 (Band D and E) HHSRS damp and mould hazards.
- Number of properties with potential HHSRS hazards.
- Number of properties with live disrepair claims.
- Number of properties with live works orders for condensation, damp and mould works.
- Completed works orders for condensation, damp and mould works.
- Number of properties with live complaints for condensation, damp, and mould.
- Number of complaints for condensation, damp and mould which have been closed with an 'upheld' status (partial or fully upheld)
- Number of properties referred under the Berneslai Homes decant Policy
- Numbers of properties with the Berneslai Homes no access policy applied/adhered to

Narrative - an explanation of the:

- Current position.
- Corrective action required.
- Anticipated impact of corrective actions.
- Progress with completion of repairs works.

14. Quality Assurance

14.1. We will ensure there is a programme of post inspections in place to ensure the quality of repair work that is carried out to address condensation, damp and mould. This will be:

- 10 per cent of responsive repairs for works to address the root cause or symptoms of condensation, damp, and mould.
- 10 per cent of all works carried out following complaints of condensation, damp, or mould.

- 100 per cent of all works carried out to resolve disrepair claims. This includes three month, and six month follow up visits.
- 14.2. Berneslai Homes will introduce an approach to revisiting tenants who have had a confirmed case for more complex condensation, damp and / or mould to ensure that our repairs, advice, or other action has resolved the issue. A surveyor will post inspect the works to ensure the issues have been resolved. This will include a handover with the tenant.
- 14.3. We will carry out an independent audit of our approach to identifying and addressing damp and mould at least once every two years, to specifically test for compliance with legal and regulatory obligations and to identify non-compliance issues for correction.

15. Significant Non-Compliance and Escalation

- 15.1. Our definition of significant non-compliance is any incident which has the potential to result in a potential breach of legislation or regulatory standard, or which causes a risk to health or safety. All non-compliance issues will be reported and escalated as soon as possible, and no later than 24 hours after the incident occurred, or of an Berneslai Homes employee becoming aware of it.
- 15.2. Any non-compliance issue identified at an operational level will be formally reported to the **Damp, Mould and Disrepair Manager** in the first instance, who will agree an appropriate course of corrective action with the Head of Repairs, Maintenance and Building Safety and report details of the same to the EMT.
- 15.3. The Executive Management Team will ensure Board are made aware of any non-compliance issue, so they can consider the implications and act as appropriate.
- 15.4. In cases of serious non-compliance, EMT and Board will consider whether it is necessary to disclose the issue to the Regulator of Social Housing as required by the regulatory framework, or any other relevant organisation such as the Health and Safety Executive.

16. Glossary

16.1. This glossary defines key terms used throughout this policy:

- **HHSRS:** the Housing Health and Safety Rating System. This is the Government's prescribed approach to the evaluation of the potential risks to health and safety from any deficiencies identified in dwellings. There are 29 HHSRS hazards, including the hazard of damp and mould.
- **Category 1 HHSRS hazard:** the most serious hazards, which mean that the property fails to meet the legal minimum standard for property condition.

Where a local housing authority becomes aware of a property with a category 1 hazard, they have a duty to take enforcement action, for example by serving a notice to require the risk to be reduced.

- **Category 2 HHSRS hazard:** these are less serious hazards; the local housing authority has the power to take enforcement action but is not obliged to.

Appendix 1 - Additional Legislation

This policy also operates within the context of the following legislation:

- Defective Premises Act 1972
- Health and Safety at Work Act 1974
- The Occupiers' Liability Act 1984
- Management of Health and Safety at Work Regulations 1999
- Management of Houses in Multiple Occupation (England) Regulations 2006
- Building Regulations 2010 (England and Wales)
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)
- Construction (Design and Management) Regulations 2015
- Data Protection Act 2018
- Equality Act 2010

Guidance and other related information:

- Housing, Health, and Safety Rating System (HHSRS) Operating Guidance, 2006
- Pre-action Protocol for Housing Condition Claims (England) 2021
- Housing Ombudsman Spotlight Report: It's not lifestyle (November 2021)

Appendix 2 – Related Policies

- Compensation Policy
- Complaints Policy
- Decants Policy
- Disrepair Policy
- Repairs and Maintenance Policy
- Tenancy Policy
- Estate and Tenancy Management Policy

Report Title	'Continuing to listen, learn, and improve with tenants' Annual Report 2024-25	Confidential	No
Report Author	Executive Director of Customers & Estate Services Executive Director of Resources	Report Status	For information
Report To	Board 25 th September 2025	Officer Contact Details	Siobhán Dransfield, Strategic Communications and Marketing Manager Siobhandransfield1@berneslaihomes.co.uk

1. Executive Summary

This report presents Berneslai Homes' Annual Report for 2024-25 (**attached as Appendix A**) which has been co-designed with and for tenants and leaseholders. In addition, the report sets out ways in which the representative editorial group have been involved in its production and in which it will be made available to key stakeholders.

The Regulator of Social Housing Consumer Standards came into force in April 2024. Registered providers have a duty under the Transparency, Influence and Accountability Standard 2.4.4 to provide tenants with accessible information about:

- how they are performing in delivering landlord services and what actions they will take to improve performance where required
- how they have taken tenants' views into account to improve landlord services, information and communication
- how income is being spent
- their Directors' remuneration and management costs

We do this in various ways including our website, social media, ebulletin newsletter, and other media throughout the year. The annual report, which gives a summary of the delivery of services, reviewing key activity and performance over the last financial year, supports us to meet the consumer standards. This year's report was written with the backdrop of the Regulator of Social Housing C1 judgement following Barnsley's inspection in 2024, with findings highlighted throughout.

	<p>As part of our commitment to hearing more and different voices, engaged tenants and leaseholders from the new 'Check it Challengers' cohort were invited to join a working group to create the Annual Report. In total, eight tenants and leaseholders who were new to the Annual Report process, took part over two meetings and email contact during July.</p> <p>The editorial group provided meaningful challenge throughout the process and influenced the presentation of information so that it would be suitable for all stakeholders.</p> <p>The Annual Report has been approved by EMT, SMT and Customer Services Committee.</p>
2. Recommendation/s	<p>It is recommended that the Board note the latest Annual Report prior to publication in September 2025.</p>

3. Background

It is a regulatory requirement under the Transparency, Influence and Accountability Standard for registered providers to provide tenants with accessible information about:

- how they are performing in delivering landlord services and what actions they will take to improve performance where required
- how they have taken tenants' views into account to improve landlord services, information and communication
- how income is being spent
- their Directors' remuneration and management costs

The Berneslai Homes website is the main source of information, supported by a range of other communication methods, both online and offline. The Annual Report, which gives a summary of the delivery of services, reviewing key activity and performance over the last financial year, supports us to meet the consumer standards.

4. Current Position /Issues for Consideration

Customer Services Committee approved the Annual Report for publication in September and the methods proposed for its distribution.

The report will be published on the Berneslai Homes website and intranet no later than Monday 29th September. A press release will be sent to local media for publication, which will include the option for tenants to request a printed

During the month it will be promoted to tenants and other key stakeholders using Berneslai Homes social media channels, with smaller bitesize news posts to encourage readership, and in the tenants' monthly email newsletter which also goes to partners and elected members. We will once again make use of our Instagram channel to create stories and highlights picked out from the Annual Report, with a link to the full document for those who would like to read it.

A series of launch events are planned to take place in September, supported by the editorial group. Posters will be put up promoting the launch events at their locations, these will also be advertised online.

Posters and digital screens will be used in our Independent Living Schemes and community centres and other suitable locations identified, also with the option to request a printed copy of the full report through Scheme Managers. We will offer a large print (A3) version if needed. We will contact Local Councillors and MPs with a digital copy and make printed copies available to them on request.

100 physical copies will be printed and made available for tenants and stakeholders including at the following locations:-

- Independent Living Schemes
- Community Centres
- Libraries
- TARA meeting points
- Berneslai Homes 'stalls' at any events attended during autumn
- Partner organisations as appropriate

5. Customer Voice/Impact

As part of our commitment to hearing more and different voices, engaged tenants and leaseholders from the new 'Check it Challengers' cohort were invited to join a working group to create the Annual Report. In total, eight tenants and leaseholders who were new to the Annual Report process, took part over two meetings and email contact during July.

The editorial group provided meaningful challenge throughout the process and influenced the presentation of information so that it would be suitable for all stakeholders

The group was presented with the relevant facts and figures, as well as a range of case studies to support the data. The group helped to:

- review content, style, and tone
- select case studies
- identify themes emerging from this year's report
- create their own introduction to the report
- provide commentary throughout the report 'from tenants, for tenants'
- review the sections against the Regulator's judgement, helping to highlight key information that is easy-to-understand

- review the Tenant Satisfaction Measures against sector and peer group benchmarking and explain Barnsley's position

Their feedback included:

- Be realistic and positive – explain what the Regulator's C1 judgement means and highlight key findings and be clear on what is being done to improve services where appropriate.
- Acknowledge and celebrate the C1, with a focus on Barnsley's favourable performance against peer group data.
- Use the report to communicate the different ways tenants and leaseholders can be involved in having their voice heard and helping to shape and improve services.
- Highlight the good news stories and achievements from Tenants First, Ambition team, and the Can Do Crew volunteering scheme.
- Reduce the overall size of the document and have the limited print run to reduce costs (from 24 to 20 pages).
- Keep tenant and leaseholder voices throughout with the whole report written from them along with commentary on positives and areas for improvement.
- Explore the options for a launch event in different areas of Barnsley, bringing tenants, leaseholders, and other stakeholders together.

Here are some quotes from this year's editorial group:

"I found the two meetings we have had very interesting and a pleasure to be part of them. I found the group to be very willing and friendly, and I hope you feel we have helped this year."

"When I volunteered to join the focus group, I wasn't sure what was involved or if I could be of any help. I found the process very interesting, and I feel my input was important and constructive. The diverse members of the group worked very well together, under the stewardship of Siobhán, to achieve the final result. I would love to continue to be involved in the future."

"I loved the meeting today! It sang of the old Berneslai Homes I have grown to love and cherish, one which has restored my faith in you as an organisation! Kudos and huge thanks for listening and keep it up!"

As well as the core editorial group, the draft document was sent to the remaining Check It Challengers cohort of 27 allowing them to give feedback on the information provided and the presentation.

A total of 13 unique responses (48%) were submitted. Key findings were:

- 84.6% liked the layout and appearance.
- 84.6% felt that it was clear this year's editorial group had been more closely involved in helping shape the style and tone of the report.
- 84.6% found information on the peer group median for the TSMs clear and easy to understand.
- 84.6% found information on the C1 judgement from the RSH clear and easy to understand.
- 76.9% felt the report is a good balance of information and data, real life case studies and stories, and the tenant voice.

We received some comments that did not reflect the overall consensus of opinion, and whilst we welcome constructive challenge and critique, the comments were based on the provision of service rather than the narrative in the document. The Customer Engagement Manager has reached out to the group to fully understand the comments.

6. Risk and Risk Appetite

The production of this report helps support managing the risk of not complying with the RSH consumer standards.

There is a strategic risk that we fail to meet increasing and changing regulatory requirements.

Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to internal audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from regulators.

7. Strategic Alignment

The report focuses on areas reflected in our Strategic Plan, demonstrating how services are being delivered across the organisation, with customers at the heart of everything we do.

Sarah Clyde, Head of Strategic Housing and Ken Taylor, Board Chair, have provided introductions on behalf of Barnsley Council and the Board, demonstrating our shared commitment to deliver quality services, maintain a balanced budget, continuously improve, and meet increasing housing needs across the borough.

8. Data Privacy

There are no data privacy issues associated with this report. All case studies within the report are used with signed permission or have been anonymised.

9. Consumer Regulatory Standards

The themes for the report are based on the Tenant Satisfaction Measures and each section takes readers through our performance in these areas as well as comments from the Regulator, real life examples, and service improvements.

10. Other Statutory/Regulatory Compliance

As well as meeting requirements under the Transparency, Influence and Accountability Standard, this year's report was written with the backdrop of the Regulator of Social Housing C1 judgement following Barnsley's inspection in 2024, with findings highlighted throughout.

11. Financial

The costs to produce this year's Annual Report are as follows:-

Graphic design £600

Print copies x100 £207.50

These costs are contained within the approved Marketing and Communications budget.

12. Human Resources and Equality, Diversity and Inclusion

Through customer insight and engagement feedback we know that there are still a proportion of tenants who are not online. We have therefore again included a distribution plan for printed copies in a range of locations and promotion of the report using the council's digital screen network in public buildings such as libraries.

Additionally, posters will be placed in communal areas which include how to request a large print copy. We also know some of our tenants speak additional languages so for any customers who require language translations, we have a new language panel on the back page plus information on the website about how to use Google Translate to translate web pages and documents. For the Annual Report, Google's document translation tool will allow users to upload the PDF and select another language for translation.

Following feedback from the Check It Challengers on other designs, particular attention has been given to accessibility of the print document, with high colour contrast used.

13. Sustainability Implications

As in previous years, the document has been produced in a digital PDF format with a limited run of physical copies. This will support wide circulation and readership while reducing printing costs and wastage. This also allows for hyperlinks to our website and other useful information to be embedded in the digital version. A printed version is being made available in suitable locations and also on request to key stakeholders, which contains QR codes that can be scanned by smartphone devices to access the same links. The overall size of the document has been reduced by four pages and the final specification for print updated to 100 copies to avoid wastage.

14. Associated Background Papers

None.

15. Appendices

Appendix 1 – Annual Report 2024-2025

16. Glossary

None.



Continuing to listen, learn, and improve with tenants
Annual Report 2024-25

An introduction from Berneslai Homes and Barnsley Council



Berneslai Homes, Barnsley Council as the landlord and involved tenants have worked closely together to produce this annual report for 2024-25.

We were very happy with a positive inspection outcome from the Regulator of Social Housing (RSH), becoming the first Local Authority to receive a C1 judgement. This was a great outcome for the council, Berneslai Homes, and particularly our involved tenants and leaseholders, who give up their time to make sure the tenant voice is heard and at the heart of service delivery and design.

We see the judgment as a baseline from which to strive for continued improvement, and together we've put plans in place to keep on reducing backlog repairs and voids, listening and acting on tenant views, and continuing to build on partnership working especially around anti-social behaviour.

Keeping tenants safe continues to be our priority and we're pleased to see significant investment in building and fire safety works and continued strong performance across all compliance areas.

Over the last few years, there have been many announcements and consultations taking place around council housing in a bid to improve the quality and safety of homes, including the implementation of Awaab's Law linked to resolving damp and mould issues. We welcome the proposals set out by Government and we've been working closely with key partners and tenants, so we're fully prepared to meet our obligations and make sure tenants are clear on the services that we offer.

There are continued challenges in managing our council homes, making sure we provide quality services whilst maintaining a balanced budget in difficult financial times for all. We're clear in our ambitions to not only deliver a good service to existing tenants but also explore ways to increase the numbers of homes we have available to meet increasing housing needs across the borough.

Ken Taylor
Berneslai Homes
Board

Councillor Robin Franklin
Cabinet Spokesperson –
Regeneration and Culture

An introduction from your editorial group

Welcome to this year's report which reviews the delivery of services for 2024-25.



We'd like to reflect on the judgement made by the Regulator of Social Housing last November. The Regulator sets Consumer Standards to make sure we, as tenants and leaseholders, experience high quality homes and services.

The Regulator highlighted several areas of good practice in Barnsley including the range of opportunities for tenants to give feedback. As members of the newly-created Check It Challengers programme, we can agree with confidence that "feedback and scrutiny provided by tenants has directly and positively impacted service delivery."

The highest C1 judgement doesn't mean everything is perfect but it does give us reassurance that our landlord (Barnsley Council) and management organisation (Berneslai Homes) know about the areas where they can do better. They have plans in place to keep on working hard to hear our feedback, make improvements, and provide the best service possible to customers.

We all appreciate honesty and transparency, and throughout this report we'll be commenting on some of the successes, challenges, and opportunities available. Look out for the editors' comments icon. We hope you enjoy reading it and if you'd like to get involved in helping Berneslai Homes shape and improve services, visit www.berneslaihomes.co.uk/get-involved for more information.

Bob, Carol, Elizabeth, Geoff, Kan, Rachel, Sharon, and Tony
on behalf of tenants and leaseholders



Look out for our editors' comments and celebrations!

75.2%

Overall satisfaction with services

Peer Group Median = 65.9%

Data for the Tenant Satisfaction Measures was collected from the Tenant Satisfaction Survey 2024. The survey was sent to a sample of 3,533 tenants with a good response rate of 33%. Peer Group Median = Housemark TSM performance for peer group (Large Local Authorities and ALMOs excluding London with >15k stock).

Keeping tenants safe

We've worked together to find solutions to issues in the high-rise buildings and communal areas, and changes have been made to the fabric of some homes to make them even safer. A great example is in Worsbrough Bridge – see the case study on the next page, where retrofit works are making homes safer and more energy efficient too!

71.5%

Satisfaction home is safe
Peer Group Median = 73%

Our highlights:

- Improvements to high rise buildings and communal areas including new digital noticeboards and automatic refill sprinkler tanks
- Worsbrough Bridge pilot scheme completed to improve fire safety and EPCs to C rating
- Getting ready for Awaab's Law including damp and mould training delivered to tenants and leaseholders

The Regulator was reassured that all areas of legislation and compliance are covered, giving us confidence as tenants and leaseholders that safety is the priority here in Barnsley.

I feel safer where I live, but it also looks really nice from the street and my heating bills are coming down which is really good news!

A tenant living in Worsbrough Bridge

100%



Fire risk assessments



Gas safety checks



Asbestos surveys



Lifts maintenance



Electrical inspections*



Water safety (Legionella)



This is great to see and shows that safety is number one!

*Ten-year electrical inspections are 99.93% due to no access. The team is working to carry out these inspections as a priority.



This ambitious pilot project required the expertise of different people including a plasterer, a joiner, and one of the new multi-skilled apprentices!

Case study

Worsbrough Bridge fire safety pilot project

The pilot project had two key aims – to make properties safer by reducing the risk of fire, and to make properties more energy efficient, achieving an Energy Performance Certificate C rating.

Works included the removal of the old dark timber cladding and the installation of a fresh new silicone render finish. The new render is formulated to provide better fire resistance, offering an additional layer of protection against the spread of flames and reducing the risk of fire-related damage to buildings.

As well as being a safer option, it's also a money-saving option for tenants. Tenants living in these properties were delighted with the results – not only do their homes look better from the outside, they feel better on the inside. The increased energy performance means their homes can stay warmer and energy bills are lower. Win : win!

The pilot scheme was a great success and this approach is now being rolled out to more properties.



Before: the old timber cladding



After: The new render looks great and has made these homes safer

Scan the QR code to watch the short film 'Retrofit – developing homes fit for the future'



Repairs and maintenance

Nobody wants to be waiting ages for outstanding repairs to be completed, and it's really important to keep good communication going when things don't go to plan. Berneslai Homes teams have reduced the number of outstanding planned repairs and replacements, and they continue to listen to our feedback.

Home improvement surveys are helping them to understand the quality and safety of homes to make decisions on future investment that will maintain and improve homes. Surveys are now on a rolling programme, so if you're contacted about one, we encourage you to respond.

We can't forget voids. Across Barnsley empty council properties cost thousands of pounds to get ready for rental again. The good news is a dedicated task team is working to tackle this ongoing issue.



This is a figure everyone would like to see improve as nobody likes to be waiting too long for repairs. It's good to know that Barnsley is performing better than the peer group median.

The Regulator said Barnsley Council takes action to review its repairs and maintenance service and to improve outcomes for tenants when issues occur.



In 2024-25 we completed **912** major adaptations including ramps and level access shower rooms.

We carried out works on over **593** homes costing approximately

£5.8M under the Barnsley Homes Standard. This makes sure decency is maintained.



74.4%

Overall satisfaction with repairs service

Peer Group Median = **70.2%**

70.7%

Satisfaction the home is well maintained

Peer Group Median = **67.4%**

67.5%

Satisfaction with time taken to complete most recent repair

Peer Group Median = **66.5%**



Bungalows on Mount Road with solar panels, saving tenants money on their bills

Case study

1,000 Solar PV

By the end of March 2025, 300 installations had been completed as part of the 1,000 Solar Homes project in Barnsley including council-owned homes and Hillcrest Community Centre to reduce running costs.

The project is a partnership between Energise Barnsley, Barnsley Council, and Berneslai Homes designed to reduce fuel poverty, lower carbon emissions, and generate income for the community.

The project benefits include:

- Generate 41,000 MWhs of energy, free for council tenants
- Save 24,000 tonnes of CO2 emissions
- Save tenants around £300 annually on their electricity bill

Listening to more and different voices

The engagement team at Berneslai Homes have been creating even more opportunities for you to get involved. The more of us who can provide feedback, the more and different voices will be heard as we work together to shape services.

77.9%

Satisfaction that the landlord treats me fairly and with respect

Peer Group Median = 74.8%

62.3%

Satisfaction that the landlord listens to tenant views and acts upon them

Peer Group Median = 56.5%



This is something we'd like to see increase and it's good to know that there are many different ways to hear from more and different people. This is a low performing measure across the peer group, with Barnsley well above the median.

The Regulator highlighted a commitment to treating tenants with fairness and respect in Barnsley and recognised that there's a focus on further improving tenant engagement and feedback mechanisms.

Engagement during 2024 – 25

Open tenant meetings

26

meetings held

168

tenant voices heard

Tenant voice panel meetings

6

meetings held

29

tenant voices heard

Customer panel

3

meetings held

63

tenant voices heard

Check it Challengers

16

projects

233

tenant voices heard

Engagement tours

9

places visited

95

voices heard

Multi-agency events

10

events attended

39

tenant voices heard

Case study

Damp and mould training

Working with Efficiency North, a formal online accredited training course has been delivered to tenants along with the STAR campaign so that everyone can spot the signs and take appropriate action.

I found this course very informative and will definitely carry out some of the suggestions in my own home to try and remedy issues in own bathroom.

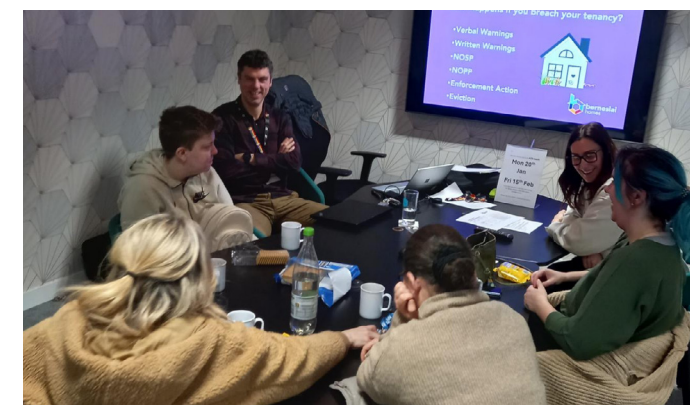
Scan the QR code to hear from some of the participants



62.5%

Satisfaction that the landlord keeps tenants informed about things that matter to them

Peer Group Median = 67.0%



Case study

Young care leavers

A new tenancy ready pilot course was designed in partnership with Barnsley Council to support young care leavers preparing to live independently. The course covered everything from budgeting and utilities to how to raise repairs and get involved as a tenant.

Sessions were well attended and positively received, and the course will be rolled out to offer further support for care leavers in Barnsley.

Scan the QR code to watch a short film about the course.



Smithies Lane Gypsy and Traveller Site

Case study

Some fantastic work has taken place with residents at Smithies Lane Travellers site, listening to their feedback and building trust to support them in a positive way. From health needs and rent letter support drop ins to a children's craft session and NHS immunisation, the engagement team has been finding new ways to effectively support families. Ongoing partnership working with Barnsley Council and the NHS continues to make sure they get the support they need.

To find out more about the ways you can give your views, visit our website, email or call the team.
www.berneslaihomes.co.uk/get-involved | 01226 774114
communityengagement@berneslaihomes.co.uk

Delivering services for you

Income

The income team is focused on tenant sustainability, and they’ve made good use of new technology (Voicescape) to automate some contacts with customers and increase the number of quality conversations to offer support and advice regarding rent payments.

It’s great to know that technology is being used in the right way to allow the team to then offer more intensive support and recovery work to the people who need it.

In 2024-25 we collected £86.8M of rent, 100.52% of rent due*

*Overall collection rate as defined by Housemark.

Lettings

The Regulator was assured that in Barnsley properties are let in a fair and transparent way that takes into account the needs of tenants and prospective tenants.

The new Homeseeker Lettings Policy launched on 1 April 2024, and is delivering against its aims to rehouse those in most need first:

- Restricted access to the waiting list for those who can resolve their own housing needs and those living out of the borough with no local connection.
- Tightened criteria for Band 1.
- Reduced the overall size of the waiting list.
- 759 let homes last year with 86% of lettings going to applicants in Band 1 and 2.

Size of the waiting list	Oct 2022	Apr 2025	Change
Band 1	303	129	-57%
Band 2	1079	893	-17%
Band 3	958	673	-30%
Band 4	6387	2569	-60%
Band 5	597		

Making every pound count

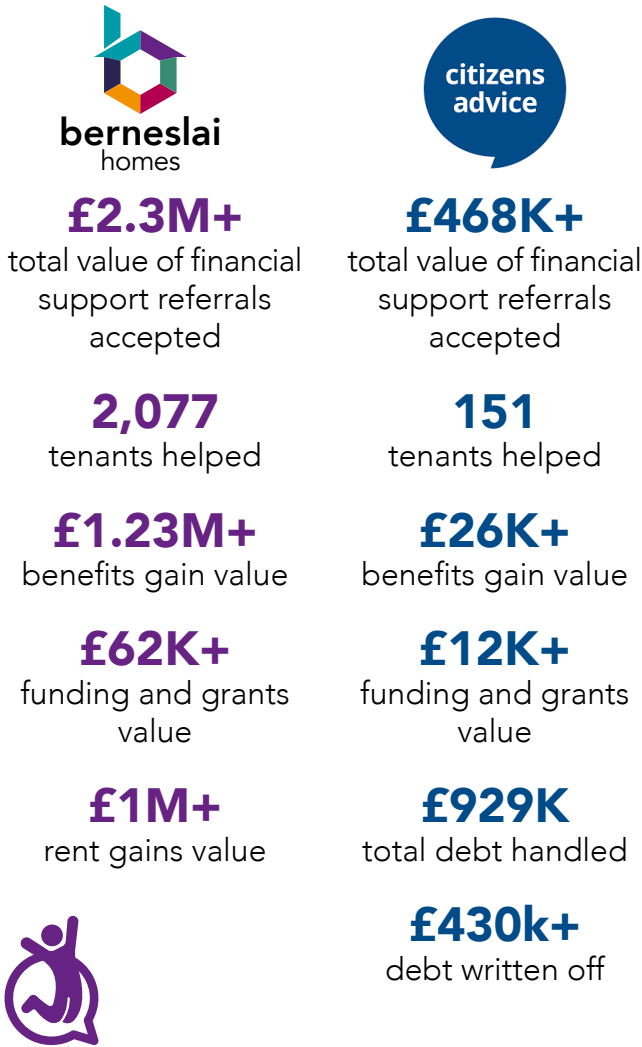


*Including tenancy management, supporting tenants, income (rent) collection, and tenant involvement.

Help and support when you need it

The Tenants First team offers a range of tailored support to help you sustain your tenancy and get the most out of living here in Barnsley. They can help with a wide range of tenancy issues including family intervention support and mental health housing support. From things like budgeting advice and housing coaching to more complex issues, they understand that you might be facing challenges.

The team has a successful track record of reviewing household finances to reduce costs and identifying unclaimed benefits and grants. This past year has been no different and they’ve worked in partnership with Citizens Advice to get some impressive results:



The support offered by the Tenants First team is second to none – they are really making a difference to people’s lives here in Barnsley

*Names have been changed.

Ange* Case study

Ange is a single mum of three autistic children. Faced with all the challenges of raising her family and managing her home, Ange began to feel overwhelmed and was struggling with her own mental and physical health. She was neglecting herself and the property and found it difficult to let Barneslai Homes officers into the home to carry out repairs. The Housing Support Grant was used and Ange’s house is now a home with repairs completed, conditions improved, and a better quality of life for the whole family. Ange feels much better physically and mentally and is looking forward to the future.

Joe* Case study

Joe struggles with poor mental health and substance misuse and was finding it hard to keep his property clean and tidy. The Housing Support Grant was used to provide a deep clean and removal of unwanted items from the property. It was the extra lift Joe needed to get back on top of things and feel houseproud again. He’s now looking after his home and getting the support he needs to make positive changes including accessing training and education to learn a trade.

In *your* neighbourhood



Supporting ASB Awareness Week 2025 with a day of action on the Summer Lane estate in Barnsley

It was noted by the Regulator that Barnsley Council together with Berneslai Homes make effective use of partnership opportunities working proactively to deter and tackle anti-social behaviour, taking into account tenant needs and signposting tenants to support.

With dedicated teams focussed on tackling anti-social behaviour (ASB) and supporting tenancy sustainability, Berneslai Homes is working hard to take an early intervention and prevention approach, with enforcement as a last resort. The co-location of all four neighbourhood teams based at Carlton has supported effective collaboration.

ASB continues to be a challenge in Barnsley and it can really affect your life and community. The ASB team are committed to hearing your feedback. They've identified some improvements to their ways of working to deliver a better service to you if you're experiencing ASB where you live, including:

New risk assessment and action plan - if you report ASB, you'll complete and agree the plan with the team, so they can better support and communicate with you throughout the case.

New closure summary - when a case is closed, the investigating officer will complete a summary with the complainant covering what was reported, what actions were taken, any support identified, and the positive and negative aspects of the process.

More partnership working - as well as supporting campaigns like ASB Awareness Week and Barnsley's own 'No place for hate', the team meets regularly with partners to discuss successes and areas for improvement.

55%

Satisfaction landlord makes a positive contribution to neighbourhoods

Peer Group Median = 59.9%

47.6%

Satisfaction with landlord's approach to handling anti-social behaviour

Peer Group Median = 54.5%

61.7%

Satisfaction that communal areas are clean and well maintained

Peer Group Median = 62.5%



While these measures are lower than we'd like to see here in Barnsley, we're looking forward to seeing things improve during the next twelve months. We encourage you to support the work of your local neighbourhood team by attending estate walkabouts and sharing feedback about where you live.



The ASB team works closely with partners including Barnsley Council, South Yorkshire Police, and the RSPCA to effectively tackle issues in your community.

Improving employment and skills

Growing your ambition

The Ambition programme offers tailored support to those not currently in education, training, or work and has successfully supported over 180 people in its first year. But don't just take our word for it, read some of the fantastic case studies in this section!



The Ambition coaches are so dedicated and it's inspiring to see them doing their best to support people to reach their full potential.

Want to know more?

If you want to know more about the Ambition programme or to register your interest, all you have to do is email workandskills@berneslaihomes.co.uk

Let the team know the best way to contact you and one of them will get in touch!

Case study Fatemeh

Fatemeh wanted to develop her existing skills and work to build a successful career. As a busy mum of three, she was struggling to find work or training that would fit in with her life, but with the help of her ambition coach, she was matched to a local course.

Over ten weeks, Fatemeh trained with a beautician to learn skills like waxing, spray tanning, head massage, manicure, and pedicure. She received valuable advice and guidance from her tutor, discussed future plans, and was supported to look into things like additional funding, progression steps, and how to advertise her new business.

Fatemeh said:

“The Ambition team helped with funding so I could learn beauty and gain qualifications thanks to Gentle Touch Beauty.

I can now enjoy my life and have some extra money coming in to give my children the life they deserve.”

Supporting early careers

Berneslai Homes creates great career opportunities for local people and during the last year the new 'multi-skilled apprentice' roles proved extremely popular with a total of 174 applications submitted. Of those, 58 attended and took part in a skill building activity before being shortlisted to 26 who were invited to interview. The three successful applicants are now part of the team helping carry out repairs and maintenance in different trades and gaining a Property Maintenance Level 2 qualification.



Case study Dylan

When Dylan first met ambition coach Lisa, he was shy and lacked confidence. As they spent more time together, they were able to break down the barriers he faced including looking at finances, thinking about the future, and exploring local learning opportunities. He agreed to visit Northern College where a new 'Ready to work' course, was about to start. Dylan still had to overcome his anxiety to make the two-bus journey, but with the support of Lisa and tutor Paul, he was able to attend and successfully complete the course learning about things like health and safety, housekeeping, and hospitality.

Lisa said: “Dylan has come such a long way in a short time, and he's loved his journey from adversity to ambition. It's onward and upward now and he can't wait to start his new chapter at Rotherham College!”

19 work experience placements

20 students attended Work Inspiration event

16 T-Level placements completed

22 apprentices supported 4 through Enable Futures

Level 2 and 3 Apprenticeships offered in a wide range of areas including plumbing and domestic heating, business admin, plastering, HR and more!



Learning from your feedback and complaints

The Regulator found that complaints are addressed fairly, promptly, and effectively and that the landlord:

- learns from information on complaint types and outcomes
- understands the impact on tenants when it gets things wrong
- Identifies when improvements need to be made and responds accordingly

Over the past year, Berneslai Homes has improved their approach to gathering feedback. A new feedback system (Voicescape) has been introduced, meaning more surveys can be sent to tenants to capture real-time feedback across all the services they deliver.

These changes allow Berneslai Homes to:

- address any issues promptly, making sure things don't escalate
- reach out to more tenants, so they have a chance for their voices to be heard
- improve services and create a better customer experience

During 2024-25

138,698

surveys were sent

6,235

surveys were completed



If you're sent a survey to give your feedback on a recent transaction, please take a few minutes to fill it in. Berneslai Homes wants to hear from you!

We're actively encouraged to share feedback with Berneslai Homes, good or bad, and they are committed to learning and improving from it. Barnsley is still in line with the national trend, seeing an increase in the number of complaints. In the Complaints Handling Survey, tenants gave this feedback to Berneslai Homes:

74%

Easy to complain

72%

Staff listened and understood

82%

Staff treating complaint fairly

Berneslai Homes don't always get it right, but they will bend heaven and earth to try and correct any wrongs.

A tenant living in Hoyland



It's understandable that if you've made a complaint you're not always going to feel happy with the outcome, but it's helpful to note that Barnsley is performing well above the peer group in this challenging area. In fact Barnsley is one of the best in the country.

44.5%

Satisfaction with the landlord's approach to handling complaints
Peer Group Median = 31.2%

Here are some of the service improvements made this year:

"I feel like I'm waiting a long time to get a decision about my re-housing."

To speed up the response with customers, decision letters are now sent by email. This also reduces printing and postage costs.

"I was offered a property but it took months before I could view it. I was told the property needed major works."

Berneslai Homes has introduced a pre-empty home inspection that is completed before advertising a property. This prevents properties being advertised too early, especially when major works are required.

"When submitting an online form, I didn't really know what to expect next."

A range of eform submission messages have been updated to give clear advice on next steps and realistic response timescales.

646

compliments made

26

service improvements identified



Identifying service improvements is an important part of the feedback loop and shows that Berneslai Homes really wants to listen and learn.

Making a positive difference in your communities

Community Buildings

New technology – introduced digital noticeboards in the Independent Living Schemes to display news and safety information in reception areas. Health and wellbeing - supporting residents and community groups to take part in social activities and events and across all schemes, with over 2,500 events each year ranging from coffee mornings and bingo to gentle exercise and craft classes.

Supporting community groups – supporting 13 volunteer-managed community centres across Barnsley, enabling buildings to be managed by volunteers and used by local communities.

Independent Living Schemes review – 56 residents across 11 independent living schemes shared their feedback and recommendations include:

- Review the scheme manager role for consistency and consider adding responsibilities such as tenancy sign-ups, welfare checks, and low-level tenancy management.
- Involve residents in shaping the scheme manager role.
- Explore increased support for tenants who may be willing to pay an additional service charge.
- Improve communal spaces and offer a range of social activities.
- Review usage of standalone community centres and laundries.



Working with Barnsley Hospital on 'Healthy Homes'

Barneslai Homes is working closely with respiratory nurses at Barnsley Hospital to improve the living conditions and health of children with asthma. Nurses support families to fill in the 'Healthy Homes' checklist to identify issues in the home such as damp and mould that could make respiratory symptoms worse, before passing on the information directly to Property Services to address any urgent repairs.



Can Do Crew

Volunteers from across Barneslai Homes together with tenants and partners including Jewson Partnership Solutions and Ideal Heating, have made a real difference to the local community with projects including clean up days on the estates, supporting chosen charity BIADS, helping out at Autism Allotments in Thurnscoe, and gardening and tidying at the independent living schemes. If you have an idea or suggestion for a project that the Can Do Crew could take on, simply contact the engagement team with some information including the location and nature of the project, as well as your contact details by emailing communityengagement@barneslaihomes.co.uk



Saying thank you on Yorkshire Day

Barneslai Homes marked Yorkshire Day on Thursday 1 August by celebrating the tenants, leaseholders, and residents who make a positive impact in their communities. Chief Executive Amanda Garrard and members of the community engagement team spent the day surprising those who have gone above and beyond, recognising their efforts with Yorkshire-themed gifts during 'Thank you Thursday'.

Barnsley College academy

The Barneslai Homes academy opened at Barnsley College's CUBE building at Honeywell campus. It's a vibrant and inspiring space as part of the employer-led partnership giving students access to more high-quality education and training, and more opportunities to experience the world of work within the housing sector.



A copy of this document is available on our website www.berneslaihomes.co.uk which is compatible with language translation software and screen readers.

Romanian

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September 2025

Report Title	2025/26 Quarter One Performance Summary	Confidential	No
Report Author	Executive Director of Customer & Estate Services	Report Status	For Information
Report To	Board 25 th September 2025	Officer Contact Details	Sarah Drafz Sarahdrafz3@berneslaihomes.co.uk

1. Executive Summary

Berneslai Homes' performance is measured so that we can monitor the success of our Strategic Plan commitments, consider how well areas of the business are doing and see the difference we are making to our customers.

This report will

- Inform Board of Berneslai Homes' performance at quarter one 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.

Our performance compares favourably to others in the sector.

Targets are agreed annually with the Council following customer consultation. At quarter one, performance for 12 KPIs were reported as green (met or exceeded target), three KPIs were rated as amber (narrowly missed the annual target) and six KPIs were rated as red (target not achieved). 17 KPIs were not RAG rated due to data not yet being available or not having benchmarking data to allow comparison.

Key areas of strength are building safety compliance, which was 100% across all five of the building safety Tenant Satisfaction Measures (TSMs), complaints responded to in target timescales, the proportion of emergency and non-emergency repairs completed in target and rent collection levels.

Key areas of focus include void rent loss, employee sickness and the proportion of calls answered in target timescales.

	Customer Services Committee were assured that appropriate measures were in place to address areas of underperformance. Comments from Customer Services Committee have been incorporated into this report.
2. Recommendation/s	<p>2.1 Board is asked to consider quarter one performance.</p> <p>2.2 Where performance targets have not been achieved, Board should ensure they are satisfied with the explanations provided and there are adequate controls and actions in place.</p>

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 and scrutinised by Customer Services Committee. 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. We also compare our performance against sector benchmarks using Housemark data.
- 3.3 TSMs are intended to give tenants a clear set of comparable measures allowing comparison of performance with others. The attached performance report includes updated benchmarks taken from the Housemark 2024/25 year end benchmarking report. The benchmarks reflect the peer group median (Local Authorities and ALMOs (excluding London) with greater than 15k stock). Benchmark colour coding is included to show how the current quarter's performance compares with the peer group median, light green formatting denotes performance in line with or better than the median, light red formatting denotes performance behind the median. The quarter one report shows that our performance compares favourably to our peer group.
- 3.4 All TSM performance data has been independently validated (based on sample checks) to ensure accuracy.

4. Current Position/Issues for Consideration

- 4.1 KPI targets are agreed annually with the Council following customer consultation. At quarter one, performance for 12 KPIs were reported as green (met or exceeded target), three KPIs were rated as amber (narrowly missed the annual target) and six KPIs were rated as red (target not achieved). 17 KPIs were not RAG rated due to data not yet being available or not having benchmarking data to allow comparison.
- 4.2 Our performance compares favourably to others in the sector. For the Tenant Satisfaction Measures (TSMs) our performance met or exceeded the benchmark for 17 of the 22 measures where data was available.

4.3 Quarter one performance areas of strength:

TSM KPIs

- Building safety: we have 100% compliance against the five building safety TSMs (gas, fire, asbestos, water and lift safety) demonstrating our commitment to keeping tenants safe.
- Complaints responded to in target CH02: 96.9% of stage one and 100% of stage two complaints were responded to in target timescales against a target of 100% (amber and green rated). We have received a similar volume of stage one complaints in comparison to quarter one of 2024/25, with a similar proportion responded to in target timescale (96.2% at quarter one last year). Stage two complaint volumes are approximately 25% higher than quarter one last year. Customer Services Committee members queried the likely impact on performance when the temporary additional complaints resources end. Officers explained that EMT are looking at options along with the Council with a view to presenting these to Board.
- Emergency and non-emergency repairs completed in target timescales RP02: the automatically generated NEC report shows 92.16% of emergency and 88.42% of non-emergency repairs completed in target at quarter one. Performance is rated as green against the targets of 92% for emergency and 86% for non-emergency repairs. There has been a significant focus on repairs performance, with an independent review that our calculation approach aligns to the TSM requirements.

Council KPIs

- Income: We collected 99.7% of rent due against a target of 98%. Despite the ongoing challenges of Universal Credit (UC) managed migration, the year has begun on a strong note. During the period, we had an additional 1,800 Universal Credit customers, bringing the total to over 9,500. Meanwhile, Voicescape continues to drive positive outcomes. Automation through Voicescape generated over 1,600 meaningful customer conversations in quarter one. With improved case allocation now in place, individual patch targets have been introduced for Income Officers to further enhance performance.
- Local spend: We spent 68% (£2.04m) of influenceable spend locally in quarter one against a target of 60%, demonstrating our commitment to supporting the local economy.

Company KPIs

- Staff satisfaction: 65.7% of employees were satisfied with Berneslai Homes as an employer which exceeds the target of 65%. Focus groups have been held to inform further actions. A separate report is on the agenda for the 25th September 2025 Board meeting providing an analysis of the Employee Survey results.
- Disability: 13.7% of the workforce defined as disabled under the Equality Act definition of disability against a target of 13.2%. Periodic reminders are issued to staff to ask they ensure demographic data is up to date.

4.4 Quarter one key areas of focus:

TSM KPIs

- RP01 decent homes: 234 properties (1.31% of stock) managed by Berneslai homes were classed as non-decent at quarter one. Reviews are conducted across the quarter and take into account decency failures from the previous financial year. Within the quarter, eight properties were found to be non-decent requiring remedial work. 226 were possible failures due to age and condition of component. Any non-surveyed components have been assumed as non-decent this quarter (these will be surveyed in quarter two if in-year work is not already scheduled).

Council KPI

- Void rent loss: 1.78% of income (£353k) was lost due to void properties at quarter one against a target of 1.5% or less, a reduction of 0.19% points on quarter one 2024/25. Performance is adrift of target due to the number of voids carried remaining high. In terms of corrective actions, the weekly void meeting continues to take place to proactively identify issues and blockages, a new sub team has been brought together encompassing colleagues from Neighbourhoods and Property Services to focus solely on the voids related aspect of their role to improve consistency and efficiency. A voids recovery plan was agreed at Board 24 July 2025 and an update will be presented to the 25 September 2025 Board meeting.
- Percentage of properties with an EPC C or above: performance was 43.9% at quarter one, a 0.8% point increase on 2024/25 year end. As we progress through the year, performance is expected to further increase due to the works delivered via our capital investment programmes and specific energy efficiency improvement schemes. We are working towards our 2030/31 strategic plan commitment of 100% of properties having EPC C or above.
- Company KPIs We are working closely with the Council to review future funding in the HRA and maximising government funding to meet the EPC C target by 2030.
- Staff sickness: at the end of quarter one 4.57% of working time was lost due to staff sickness – a reduction of 1.54% points since the end of quarter four 2024/25. Performance is 0.93% points better than quarter one 2024/25. The main causes of sickness absence in quarter one were mental ill health (43%) and acute medical illness (28%). Property Services Repairs Team and Customer and Estate Services had the highest levels of absence, but both have seen a reduction across the quarter. A number of actions to reduce sickness have been completed including training for managers and weekly sickness monitoring meeting with teams with the highest sickness levels. Upcoming actions include a review of the Managing Sickness Absence Policy, Staff Survey and focus group feedback to inform local action plans. Customer Services Committee members noted the positive improvements in sickness absence.
- BMBC Contact Centre Priority calls answered in target: 49.8% of priority calls were answered within three minutes against the target of 80% (red rated). We hold regular meetings with service managers in the Council to discuss their performance and agree their planned actions to address under performance. IT issues including internet connectivity issues have impacted on Contact Centre performance. There has also been a restructure within

the Contact Centre and a turnover of staff with new advisors joining the organisation. Operational duties have also been reviewed to increase capacity during peak call volume periods. Despite performance being behind target, 83% of customers were satisfied with ease of contact. 90% reported they were satisfied with the advisor dealing with their enquiry.

- Minority ethnic staff in total workforce: at 2.9% performance improved 0.1% point from 2024/25 year end however is red rated against the target of 4.1%. Action is ongoing to improve diversity in the workforce including review of imagery used on social media and recruitment promotion to ensure these are representational and diverse. We are reviewing our recruitment advertising platforms to ensure a wide audience is reached. Berneslai Homes have continued exposure at engagement events including local job fairs and school events. We also have an annual review of equality pay and subsequent action plan.

5. Customer Voice/Impact

- 5.1 To ensure that tenant's voices are represented, tenants sit on the Customer Services Committee and are involved in scrutiny of quarterly performance. In addition, Board representatives are members of Customer Services Committee and provide scrutiny of performance. Twice a year a meeting is held with Tenant Voice Panel members to review performance in detail. Customers were consulted in the setting of the KPI targets.

6. Risk and Risk Appetite

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

7. Strategic Alignment

- 7.1 Our KPIs are aligned to our strategic priorities; excellent customer services, sustainable communities, partnership working and successful well-managed company which support our vision 'Creating great homes and communities with the people of Barnsley.' We work closely with the council to ensure we align our services and Strategic Plan to meet the challenges and opportunities of their Corporate Plan and the Barnsley 2030 vision.
- 7.2 The performance report links to all the Barnsley 2030 Strategic Ambitions (listed below) as it is one of the mechanisms by which we monitor our performance against plan.
- Hearing Customers
 - Keeping tenants Safe
 - Growth of Homes and Services
 - Technology and Innovation
 - Employment and Training
 - Zero Carbon

8. Data Privacy

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

9. 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

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

9.3 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 One 2025/26 Performance Report

Quarterly Performance Report



























Quarter 1-2025/2026













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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










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

TSM KPIs

TSM	
 Gas Safety Checks	 Fire Safety Checks
 Asbestos Safety Checks	 Water Safety Checks
 Lift Safety Checks	 Stage One Complaints
 Stage Two Complaints	 Stage One Response Time
 Stage Two Response Time	




YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCH MARK (Median)	
100%	100%					100%	100%	BS01: Gas Gas safety checks
100%	100%					100%	100%	BS02: Fire Fire safety checks
100%	100%					100%	100%	BS03: Asbestos Asbestos safety checks
100%	100%					100%	100%	BS04: Water Water safety checks
100%	100%					100%	100%	BS05: Lift Lift safety checks
67.1	15.5					In line with peer group median	42.8	CH01 1: Stage One Complaints Stage one complaints relative to the size of the landlord
15.9	3.9					In line with peer group median	7.1	CH01 2: Stage Two Complaints Stage two complaints relative to the size of the landlord
93.0%	96.9%					100%	78.1%	CH02 1: Stage One Response Time Stage one complaints response time
97.9%	100%					100%	75.5%	CH02 2: Stage Two Response Time Stage two complaints response time

TSM KPIs

TSM	
	
ASB Cases	ASB Cases Hate Incidents
	
DHS Compliance	Non-Emergency Repairs
	
Emergency Repairs	Tenant Satisfaction
	
Tenant Satisfaction with Repairs	Time Taken Recent Repair
	
Well Maintained Home	


YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCH MARK (Median)	
35.1	8.7					In line with peer group median	54.9	NM01 1: ASB Cases Anti-social behaviour cases
0.7	0.2					In line with peer group median	1.2	NM01 2: ASB Cases Hate Incidents Anti-social behaviour cases that involve hate incidents
0.2%	1.3%					0%	5.47%	RP01: DHS Compliance Homes that do not meet the Decent Homes Standard
85.7%	88.4%					86%	82.6%	RP02 1: Non-Emergency Repairs Repairs completed within target timescale
89.1%	92.2%					92%	90.3%	RP02 2: Emergency Repairs Repairs completed within target timescale
75.2%						75.9%	65.9%	TP01: Tenant Satisfaction Overall satisfaction
74.4%						75.4%	70.2%	TP02: Tenant Satisfaction with Repairs Tenant Satisfaction with repairs
67.5%						69.0%	66.5%	TP03: Time Taken Recent Repair Satisfaction with time taken to complete most recent repair
70.7%						70.9%	67.4%	TP04: Well Maintained Home Satisfaction that the home is well maintained

TSM KPIs

TSM	
 <p>Satisfaction Home is Safe</p>	 <p>Listening to Tenants</p>
 <p>Keeping Tenants Informed</p>	 <p>Treating Tenants Fairly</p>
 <p>Handling Complaints</p>	 <p>Satisfaction with Communal Areas</p>
 <p>Positive Contribution</p>	 <p>Satisfaction with Handling ASB</p>

YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCH MARK (Median)	
71.5%						73.5%	73.0%	TP05: Home is Safe Satisfaction that the home is safe
62.3%						65.0%	56.5%	TP06: Listening to Tenants Landlord listens to tenants views and acts upon them
62.5%						66.5%	67.0%	TP07: Keeping Tenants Informed Landlord keeps tenants informed about things that matter to them
77.9%						80.9%	74.8%	TP08: Treating Tenants Fairly Landlord treats tenants fairly and with respect
44.5%						45.0%	31.2%	TP09: Satisfaction Handling Complaints Satisfaction with the landlords approach to handling complaints
61.7%						63.9%	62.5%	TP10: Satisfaction with Communal Areas Satisfaction that the landlord keeps communal areas clean and well maintained
55.0%						59.8%	59.9%	TP11: Positive Contribution Satisfaction that the landlord makes a positive contribution to neighbourhoods
47.6%						55.0%	54.5%	TP12: Satisfaction Handling ASB Satisfaction with the landlords approach to handling anti-social behaviour

Council KPIs

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

YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	
1.86%	1.78%					1.5%	Void Rent Loss (BH1) Income lost due to void properties
100.5%	99.7%					98%	Rent collection (BH2) Rent collected as a proportion of rents owed on Housing Revenue Account dwellings.
3.6%	3.3%					3.5%	Apprentices (BH3) Proportion of apprentices in workforce
68%	68%					60%	Local Spend (BH4) Spend funds locally supporting the Barnsley economy.
43.1%	43.9%					50%	EPC Ratings (BH5) Percentage of Properties with an EPC C or above.
Achieved	Annual					1%	Management Fee (BH6) Management Fee Efficiency target as part of annual Value For Money report.

Company KPIs

Company KPIs

Annual Indicator



Staff Satisfaction



Staff Attendance



Equality Act



Minority Ethnic



Current Tenant Arrears



Contact Centre

YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	
N/A	65.7%					65%	Staff Satisfaction (KPI 1) Employee satisfaction with Berneslai Homes as an employer
6.11%	4.57%					3.56% or less	Staff Attendance (KPI 2) % of working days lost due to sickness
13.2%	13.7%					13.2%	Diversity (KPI 3) Percentage of staff defining under the Equality Act definition of disability.
2.8%	2.9%					4.1%	Diversity (KPI 4) Percentage of minority ethnic staff in total workforce.
3.6%	3.7%					3.5%	Current Tenant Arrears (KPI 5) Percentage of Current Tenant Arrears.
58.1%	49.8%					80%	Contact Centre (KPI 6) We will answer priority calls in less than 3 minutes (Contact Centre).

Report Title	2025/26 Q1 PRIP Performance Report - Summary	Confidential	No
Report Author	John Dowle - Head of Asset Management	Report Status	For Information
Report To	Board 25 th September 2025	Officer Contact Details	johndowle@berneslaihomes.co.uk

1. Executive Summary	<p>The Property Repairs Improvement Partnership (PRIP) 'contract' delivers the repairs and maintenance functions to the Council's 18,000 homes.</p> <p>Berneslai Homes, within the terms of the Services Agreement, are delegated responsibility for the operational delivery and management of the contract.</p> <p>BH Property Services Repairs Team (PSRT) and Wates Living operate on a 2/3rd and 1/3rd split geographically for works across the Borough.</p> <p>There is a robust PRIP performance framework included within the contract for the monitoring and management of contract partners and effective delivery of services.</p> <p>The framework includes an agreed contractual suite of KPIs that are measured and reported on a quarterly basis in year. This provides assurance by offering measurable data outputs to confirm whether contract partners' performance targets are being met. It also allows for the identification of risks and demonstrates progress in alignment towards strategic objectives.</p> <p>Within the PRIP performance report there are also social value and sustainability elements that offer wider benefits to individuals and communities locally beyond the direct outputs from contracted works delivery.</p> <p>The PRIP Performance report is produced by the Council's Strategic Contract Management Team.</p>
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Q1 2025/26 PRIP Performance Report – Appendix A

At the end of the Q1 period the following results were achieved

PARTNER	GREEN	RED
PROPERTY SERVICES	12 (80%)	3 (20%)
WATES	12 (80%)	3 (20%)
COMBINED	11 (73%)	4 (27%)

Contract Partners' Performance Summary

In comparison to the 2024/25 year-end performance reported previously, there has been a significant improvement from PSRT in Q1. From achieving only 3 KPIs previously they have achieved 12 KPIs this period. It is also pleasing to report that Wates have increased from 10 KPIs achieved at the previous reporting period to achieving 12 KPIs this term.

Areas of strength for both contract partners are on the percentage of in jobs completed on time for all categories, minor and major adaptation target times for works, gas safety checks and void turnaround time. From a Health and Safety perspective there were no reportable accidents per 100 FTE employees by contract partners in the period.

Areas of improvement for both contract partners are on the tenant satisfaction with responsive repairs target (KPI 7). PSRT at 86.8% are approx. 8% points below and Wates at just 63% are 32% points below the 95% target. For comparison, the TSM perception satisfaction levels from Housemark indicate upper quartile for our peer group is at 73.4%. The underperformance has been highlighted and is included on the action plan tracker with each contract partner having individual plans to address and improve performance.

Both contract partners remain marginally below the percentage recycled waste target of 96% and Wates alone are above the 25% target for subcontracting of works.

PSRT reported under-performance on the percentage of appointments kept (KPI 1). This was identified initially as a NEC system calculation amendment that now has been resolved. There has been an acceptance by PSRT that operatives have been attending appointments slightly early, arriving ahead of the 8 a.m. appointed time (average 15 minutes) with a small % attended late (also within 15 minutes). On a positive note, they have 100% attendance on the appointment day agreed.

	<p>The full PRIP performance report attached provides full partner commentary and detailed narrative on agreed actions to be implemented to address any under-performance areas.</p> <p>From a social value perspective both contract partners have started to progress the agreed social value measures in Q1. No issues have been raised at this stage that the annual targets cannot be achieved by year-end.</p> <p>The Board should be assured that appropriate mechanisms are in place in line with the PRIP contractual agreement and KPI performance framework to address and remediate areas of underperformance reported.</p>
2. Recommendation/s	<ul style="list-style-type: none"> • Board is asked to consider Q1 2025/26 PRIP Performance Report update summary report. • Where PRIP 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. • Board should identify any areas where they feel more detailed consideration is required by Customer Services Committee on any customer focused KPIs.

3. Customer Voice/Impact

- 3.1 The PRIP performance framework includes governance arrangements for ensuring the monitoring and management of contract partners and effective delivery of services. To provide assurance that the tenants voice is represented, tenant representatives' members sit on the Quarterly PRIP Core Group Meetings to review the contract performance and provide feedback.
- 3.2 Within the KPIs suite it allows for specific perception and transactional measurable data outputs to be reported for customer satisfaction. Regular analysis from a quantitative and qualitative basis is undertaken and any underperformance is investigated and actioned.

4. Risk and Risk Appetite

- 4.1 The PRIP contract has a live Risk Register. Any risks identified are added to the register, with owners responsible for assessment of the risk, development and implementation of plans and the tracking of progress and effectiveness of those plans. Key stakeholders are invited to a quarterly PRIP risk register review/update meetings for monitoring and risk management purposes. Where any risks have been identified for escalation, these will proceed through the agreed route to the PRIP Core Group for review/agreed action.

5. Strategic Alignment

- 5.1 Our KPIs are aligned to our strategic priorities: excellent customer services sustainable communities, partnership working and successful well-managed company which support our vision 'Creating great homes and communities with the people of Barnsley.' We work closely with the council to ensure we align our services and Strategic Plan to meet the challenges and opportunities of their new Corporate Plan and the Barnsley 2030 vision.
- 5.2 The PRIP performance report links to all the Barnsley 2030 Strategic Ambitions (listed below) as it is one of the mechanisms by which we monitor our performance against plan
- Hearing Customers
 - Keeping Tenants Safe
 - Growth of Homes and Services
 - Technology and Innovation
 - Employment and Training

6. Data Privacy

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

7. Consumer / Regulatory Standards

- 7.1 This report relates to the following elements of the Regulator of Social Housing's Consumer Standard:
- *Transparency, Influence and Accountability Standard* – The collection and provision of performance information supports the required outcome of enabling tenants to effectively scrutinise these key landlord services.
 - *Safety and Quality Standard* – This standard required registered providers to provide effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible. In addition, it is a required outcome that tenants must be assisted in accessing appropriate services when they require adaptations to their home. The delivery of the PRIP contract is essential in ensuring that the required outcomes relating to the health and safety of tenants in their home and that the Decent Homes Standard continues to be met.
- 7.2 By measuring and monitoring performance against our KPIs and involving tenants in this process we can effectively ensure we demonstrate progress towards achievement of our strategic objectives and compliance with multiple regulatory standards.

8. Other Statutory/Regulatory Compliance

- 8.1 There are no specific statutory or regulatory compliance implications arising directly from this report.

9. Financial

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

10. Human Resources and Equality, Diversity and Inclusion

10.1 There are no human resource implications arising directly out of this report.

11. Sustainability Implications

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

12. Associated Background Papers

12.1 None

13. Appendices

13.1 Appendix 1 – Quarter One 2025/26 PRIP Performance Report

PRIP Performance Dashboard

2025/26 Quarter 1



Summary of Results

This is the first quarterly report for 2025/26 produced by BMBC’s Strategic Contract Management Team. The report provides a concise display of performance activity against the agreed suite of KPIs.

By the end of quarter 1, the following results were achieved for the 2025/26 financial year.

Partner	Green	Red
Property Services	12 (80%)	3 (20%)
Wates	12 (80%)	3 (20%)
Combined	11 (73%)	4 (27%)

Combined achievement for both Partners for Q1

KPI 1

% Of Appointments Kept

Target 99.10%

Performance 94.04%

KPI 2A

**% of jobs completed on
time**

24 hours

Target 99.50%

Performance 99.61%

KPI 2B

**% of jobs completed on
time**

3 days

Target 99.50%

Performance 100 %

KPI 2C

**% of jobs completed on
time**

7 days

Target 99.50%

Performance 99.77%

KPI 2D

**% of jobs completed on
time**

25 days

Target 99.50%

Performance 99.65%

KPI 3

Voids Turnaround time

Target 9 days

Performance 7.32 days

KPI 4

Sub-contracting % value

Target 25%

Performance 26.06%

KPI 5

Reportable accidents

Target 0

Performance 0

KPI 6

Gas Safety checks

Target 100%

Performance 100%

KPI 7

**Overall % customer
satisfaction**

Target 95%

Performance 74.88%

KPI 8

Major adaptations

Target 28 days

Performance 22.05 days

KPI 9

Barnsley Pound

Target 75%

Performance 78.17%

KPI 10

% of recycled waste

Target 96%

Performance 94.29%

KPI 11

**Guaranteed Minimum
Price**

Target 100%

Performance 100%

KPI 12

Minor adaptations

Target 7 days

Performance 6.3 days

Property Services Dashboard

			Q1	
KPI	Definition	2025/26 Target	Performance	Trend
KPI 1	Percentage of appointments kept out of total appointments made	99.10%	88.73%	↑
KPI 2A	Percentage of 24 hour responsive jobs completed on time	99.50%	99.58%	↑
KPI 2B	Percentage of 3 day responsive jobs completed on time	99.50%	100%	↑
KPI 2C	Percentage of 7 day responsive jobs completed on time	99.50%	100%	↑
KPI 2D	Percentage of 25 day responsive jobs completed on time	99.50%	99.76%	↑
KPI 3	Voids turn round time	9 days	6.8 days	↑
KPI 4	Subcontracting as a % of contract value	25%	21.38%	↓
KPI 5	Number of reportable accidents per 100 FTE employees	0 Nr	0	↑
KPI 6	Percentage of properties with a current gas Compliance Certificate	100%	100%	↔
KPI 7	Tenant Satisfaction Responsive Repairs	95%	86.76%	↑
KPI 8	Major adaptations - time from order to completion	28 days	22.44 days	↑
KPI 9	Barnsley Pound	75%	76.27%	↑
KPI 10	Percentage Recycled Waste	96%	94.28%	↓
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	100%	↑
KPI 12	Minor Adaptation - time from order to completion (new KPI)	7 days	6.89 days	

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

Wates Dashboard

			Q1	
KPI	Definition	2025/26 Target	Performance	Trend
KPI 1	Percentage of appointments kept out of total appointments made	99.10%	99.34%	↓
KPI 2A	Percentage of 24 hour responsive jobs completed on time	99.50%	99.63%	↓
KPI 2B	Percentage of 3 day responsive jobs completed on time	99.50%	100%	↑
KPI 2C	Percentage of 7 day responsive jobs completed on time	99.50%	99.54%	↑
KPI 2D	Percentage of 25 day responsive jobs completed on time	99.50%	99.54%	↓
KPI 3	Voids turn round time	9 days	7.83 days	↓
KPI 4	Subcontracting as a % of contract value	25%	30.74%	↑
KPI 5	Number of reportable accidents per 100 FTE employees	0 Nr	0	↑
KPI 6	Percentage of properties with a current gas Compliance Certificate	100%	100%	↔
KPI 7	Tenant Satisfaction Responsive Repairs	95%	63%	↓
KPI 8	Major adaptations - time from order to completion	28 days	21.65 days	↓
KPI 9	Barnsley Pound	75%	80.07%	↓
KPI 10	Percentage Recycled Waste	96%	94.29%	↓
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	100%	↔
KPI 12	Minor Adaptation - time from order to completion (new KPI)	7 days	5.7 days	

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

Overall Work Volumes

			BHPS		Wates	
KPI	Definition	Measure	Volume	Performance	Volume	Performance
KPI 1	Percentage of appointments kept out of total appointments made	Appt made	2484	2204	1839	1827
KPI 2A	Percentage of 24 hour responsive jobs completed on time	Total Jobs	2131	2140	1627	1633
KPI 2B	Percentage of 3 day responsive jobs completed on time	99.50%	488	488	396	396
KPI 2C	Percentage of 7 day responsive jobs completed on time	99.50%	968	968	879	875
KPI 2D	Percentage of 25 day responsive jobs completed on time	99.50%	2112	2107	1937	1928
KPI 3	Voids turn round time	9 days	66	449 days	29	227 days
KPI 4	Subcontracting as a % of contract value	25%	£4.67m	£0.99m	£3.3m	£1.01m
KPI 5	Number of reportable accidents per 100 FTE employees	0 Nr	0	0	0	0
KPI 6	Percentage of properties with a current gas Compliance Certificate	100%	10 911	10 911	5137	5137
KPI 7	Tenant Satisfaction Responsive Repairs	95%	219	190	75	47
KPI 8	Major adaptations - time from order to completion	28 days	27	606 days	37	801 days
KPI 9	Barnsley Pound	75%	£2.52m	£1.92m	£1.64m	£1.3m
KPI 10	Percentage Recycled Waste	96%	329 tonnes	310 tonnes	181 tonnes	171 tonnes
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	9	9	6	6
KPI 12	Minor Adaptations - time from order to completion	7 days	94	6.89	67	5.7 days

Partner Commentary - Property Services



KPI 1

Whilst our appointments performance is below the target our performance data shows 70% of the 280 fails are where we attended the appointment early.

Of the 280 fails, 118 of appointments were attended within 15 minutes of the appointment time with the majority of these being where operatives were on site for an 08:00am appointment. 45 were within 30 minutes and 56 between 30 minutes and 60 minutes early.

We accept that we have attended some appointments late – 61 in total – however 21% of these were attended within 15 minutes after the appointment slot. However, all appointments attended within Quarter 1 are showing 100% attendance on the appointment day. We will continue to work hard to reduce the late appointments and bring down the early attendance between 30 and 60 minutes. However, our systems record the arrival on site, and we see this as a positive especially with most failures due to Craft arriving early (between 07:30am and 08:00am) for appointments between 08:00 and 12:00

KPI 7

Satisfaction remains below target although there has been a significant improvement in Quarter 1. We have worked hard in this area and implemented new working practices to improve performance. The highlights of this quarters report for Property Services Repairs Team are:- “completed in time promised”, “Quality of Work”, “Clean & tidy” and “Tradesperson attitude” all with positive improvements in performance. There is more work to do, and our only negative is around “returning in a reasonable time”. However, the new working practices should improve this measure within the repairs survey.

KPI 11

While recycling performance is below target, we feel that void clearances account for most of the waste that cannot be recycled. Reports show that 6-7% of waste from voids that is taken directly to our waste recycling plant cannot be recycled. A similar figure is shown in the waste that is brought back to the depot, however, skips that are utilised at property locations show low levels of waste that cannot be recycled. We continue to monitor this and will work with all stakeholders to make improvements, however a KPI of 96% against an average of 6% to 7% of non-recyclable waste will always fail this measure.

Action plan tracker – Property Services

Date Opened	KPI Details	Owner	Q1 Update
Q2 24/25	KPI 1 Percentage of Appointments Kept	Phil Newsam / Leanne Tasker Open	A review of the overall repairs process, including appointment performance, is underway with improving performance with attending appointments as required included.
Q4 23/24	KPI 7 Tenant Satisfaction with Responsive Repairs	Phil Newsam Open	While performance remains below the high target, it has improved within Q1.
Q4 23/24	KPI 10 Percentage of recycled waste	Ian Bell Open	Analysis of waste information shows between 6% and 7% that cannot be recycled, such as items removed from void properties. Efforts to ensure recyclable materials are correct handled continue but management of the process is needed to ensure better performance here.

Action plan tracker – Property Services

Date Opened	KPI Details	Owner	Factors affecting performance and agreed Management Action/s	Q1 Update	Q2 Update	Q3 Update	Q4 Update
Q2 24/25	KPI 1 Percentage of Appointments Kept	Phil Newsam / Leanne Tasker Open	The drop in performance at quarter two is owing to the change in calculations resulting from the availability of timestamp information from the NEC system and a change in calculation required. The additional level of information available allows a wider insight into performance with responsive repairs which will be used within operational development plans being formed.	N/A	This is the first report including timestamp information and has highlighted areas for improvement where a significant number of appointments have been narrowly missed. Future actions will consider the productive use of resources in attending appointments.	Strict adherence to the definition is undermining our performance, with Operatives maintaining an attendance-on-arrival approach to keeping appointments. This impacts attendance within the stated timeframes but is held to be a value-generating approach to meeting tenants needs.	For appointments attended outside of the time slot, we're attending on average within half an hour, in keeping with the requirements of this KPI.

Action plan tracker – Property Services

Date Opened	KPI Details	Owner	Factors affecting performance and agreed Management Action/s	Q1 Update	Q2 Update	Q3 Update	Q4 Update
Q4 23/24	KPI 10 Percentage of recycled waste	Ian Bell Open	Current waste disposal contractor’s mission is to recycle 100% of their waste. No control over the waste profile particularly in relation to voids. Seeing increased full house clearances. This is being addressed by revised void processes as outlined earlier in this report.	Comments as per previous. Noted increased performance in the first quarter missing the target by 1.45%	We have procured a robust waste management company alongside BMBC. All our waste is managed and reported through monthly data that is fed back through procurement. Whilst we are close to the target the amount of waste that processed is not entirely created through construction activities. Waste from voids clearances continue to having a big impact on this target.	Ensuring waste is handled within managed processes remains the focus. An objective of being able to reduce the amount of non-recyclable waste requiring disposal through processes, such as voids clearances, remains linked to achieve of this KPI.	No change from Q3 update.

Partner Commentary - Wates



Performance within the first quarter has seen a total of 12 greens for the start of contract year 6 with fantastic performance on void turnaround of 7.83 days and delivering 3-day repairs currently at 100%, 3 KPI's are showing red which are noted below and within the action plan on slide 2.

KPI 7

More enhanced training has been rolled out to the reduction in customer satisfaction with an aim to further improve performance in Q2. Key managers and supervisors have been on customer complaints handling training which was delivered by Berneslai homes to support the overall customer journey with an aim to reduce complaints and improve satisfaction.

KPI 10

Household waste being removed from properties to support the contract have affected the figures, works to highlight the issue are being fed into the voids meetings and KPI TFG to support getting the KPI back on target or other ways of calculating will be needed to support the KPI.

KPI 4

With the extra support we have offered to successfully clear the backlog and taking on extra works this has led to an increase in the use of subcontractors. Wates would with continuity of works and full visibility year on year would move away from subcontracting unless specialist type works which cannot be avoided, Wates and BH need to work together to get better at understanding what is going to be ordered and when, any consistent type work could result in Wates employing more people.

The main spend with subcontractors has been on the following workstreams

- Major adapts, in contract years 1 to 3 Wates self-delivered the majority of this workstream using nine in house operatives, however due to the orders being stopped for budgetary pressures all the resource was removed and redeployed on other workstreams, following the moves most of the trades resigned, to reduce the risk of sporadic demand making Wates inefficient we now supply chain as and when required.
- Major voids, due to a large influx of backlogged voids needing to be delivered Wates have had no choice but supply chain much of the delivery. Wates are moving to supplement the supply chain with In-house resource that should be able to deliver BAU demand in April 2026.
- Planned repairs, Due to the job demand being sporadic Wates choose to supplement in house delivery with the supply chain, also one-off planned repair items being ordered through day-to-day repairs is not helping.
- Programme replacements, Due to the job demand being sporadic Wates choose to supplement in house delivery with the supply chain, also one-off planned replacement items being ordered through day-to-day repairs is not helping.

Action plan tracker – Wates

Date Opened	KPI Reference	KPI Description	Owner	Status	Comment on factors affecting performance and management action	Q1 Update	Q2 Update	Q3 Update	Q4 Update
Apr25	7	Tenant Satisfaction responsive repairs	Craig Keen	Open	More in depth training delivered to teams which has seen an improvement on Q4 satisfaction. Only 73 surveys completed in Q1 which is a very low response rate compared to volume of jobs completed.	More Indepth training delivered to all team. Key members of staff have completed customers complaints handling training more training planned			
Apr25	10	Percentage recycled waste	Craig Keen	Open	Household waste from voids is still having an impact on the percentage of waste that is recycled.	Seeing no reduction in the amount of waste left by customers during the voids process.			
Apr25	4	Subcontracting as a % of contract value	Mark Oxley	Open	The level of subcontractor spend is dependant of a few factors :- 1, Resource skills for the works being ordered. 2, Inconsistent demand / peaks in ordering habits. 3, Business decisions to deliver best value.	Due to the type of work being ordered and the lack of forward visibility Wates have no choice but depend on a supply chain delivery model for peaks.			

Q1 Highlights Wates

Staff provided over 142 easter eggs to local foodbank in Wombwell in April.

4 staff members completed a skydive in April and raised £6,623.00 for Barnsley Hospital Charity breast Care/cancer unit and attended the launch of the breast care unit.

2 staff members attended the new base71 youth zone to help support.

In May, a few staff members attended the Mayors 80th Anniversary of VE in Barnsley along with attending the Mayor and Mayoress civic service event held in June at the St Mary church and town hall.

Staff arranged a world food day at Birdwell office in May.

Throughout May we attended Barnsley college recruitment day & CBI talks.

A team attended Carlton Nature reserve to complete all timber treatment on the nature reserve which also was of great help to their annual Yorkshire Bloom Competition.

Social Value – Q1

Measure	Example	Berneslai Homes Property Services Annual Target	Berneslai Homes Property Services Achieved In-Year	Wates Annual Target	Wates Progress Achieved In-Year	Combined Total Achieved In-Year
School/College/University Visits/Workshops (Number)	Visits by students to the Service Provider offices/other location to support their learning	50	1	36	3	4
Voluntary Organisation Activity Support (Number of Activities)	Activities that would provide additional support to local (Barnsley postcodes) Voluntary Organisations. Types of activity include volunteering time, expertise etc.	40	1	24	6	7
Local Barnsley Supply Chain (Barnsley Postcodes) Skills Activity Support (Number of Activities)	Activities that would provide support to local (Barnsley postcodes) SME’s. Types of activity include relevant skills development workshops, breakfast meetings etc.	40	5	24	2	7
Work Experience < 18 Years Old (Number of Placement Weeks)	Local work experience placements (Barnsley postcodes) with the Service Provider (direct) or sub-consultant (indirect). This can include block placements of one week or more or one/two days per week	24	3	24	3	6

Social Value - continued

Measure	Example	Berneslai Homes Property Services Annual Target	Berneslai Homes Property Services Achieved In-Year	Wates Annual Target	Wates Progress Achieved In-Year	Combined Total Achieved In- Year
Work Experience > 18 Years Old (Number of Placement Weeks)	Details as for under 18 years. Part of the Government’s Get Britain Working Programme (placements are for 25-30 hours per week, for up to 8 weeks). Duration is intended to be as flexible as possible to meet employer and individuals’ needs	20	0	24	0	0
Apprentices – Project initiated (Number of Persons)	The project initiated apprenticeships (direct) or sub- consultant team (indirect) are new apprenticeship places which would not have been otherwise created/provided via any other funding or project/contract	24	22	7	7	28
Number of Memberships of Local Strategic Groups/Working with Business in the Community/Sponsorship of Local events/Support Local Charities	Group activities/sponsorships that would provide additional support to local (Barnsley postcodes) businesses/organisations.	20	8	12	1	9
- 75% of contract spend [£30m per year] in Barnsley.	Definition as per Volume 2 Appendix 3 KPI’s	75%	76.27%	75%	80.07%	78.17%

Sustainability

Discussions ongoing with delivery partners through the Sustainability Working Group to assess areas they can influence and further enhance sustainability. Initial areas identified include:

- Increasing the use of responsibly sourced materials for all building and repairs works
- Partners to review potential of using parts that enable reduction in energy costs for residents, e.g. low flow taps

Better Barnsley Bond – Q1 Accepted Initiatives

The Better Barnsley Bond is a fund created from the mandatory contribution of a sum of money from providers who have been contracted with the council to deliver works or services service contracts on the Better Barnsley Project. The fund was established to support training, employment and community initiatives in Barnsley. The Better Barnsley Bond is advertised by the council across various forums, particularly at Area Council and Ward Alliance level to invite applications from groups or individuals across the Borough.

MAY (£13,516)

- ▶ **Darfield Area Amenity Society** - Enhancing community engagement through volunteer-led activities: **£2,500 (part funded)**
- ▶ **Birdwell Community Association** – Tree removal: **£4,521**
- ▶ **Penistone Gateway Club** - Supporting special needs community with activities: **£550**
- ▶ **Thurnscoe Reservoir Community Ponds** - Enhancing pond health with aerator installation: **£995**
- ▶ **Butterflies Dementia Support & Activities Group** - Supporting health through music and dancing: **£4,950**

JUNE (£11,000)

- ▶ **Barnsley Retirement Fellowship (Formerly NHS Trust)** - Barnsley Retirement Fellowship reduces loneliness through activities: **£1,000**
- ▶ **The Exodus Project** - Empowering Barnsley's youth through lasting relationships: **£3,000 (part funded)**
- ▶ **Thurgoland Village Welfare** - Improved drainage boosts pitch and park - **£2,000**
- ▶ **Goldthorpe Railway Embankment** - Connecting families through nature and community: **£5,000**

Better Barnsley Bond – Q1 Accepted Projects

The Better Barnsley Bond is a fund created from the mandatory contribution of a sum of money from providers who have been contracted with the council to deliver works or services service contracts on the Better Barnsley Project. The fund was established to support training, employment and community initiatives in Barnsley. The Better Barnsley Bond is advertised by the council across various forums, particularly at Area Council and Ward Alliance level to invite applications from groups or individuals across the Borough.

A selection of approved initiatives in Q1:

Dearne Sports Bowling Club

A bowling club based in Barnsley with over 20 members and hoping to increase to ensure it becomes sustainable and keep this sport in Bolton on Dearne running.

The club needs an underground water pump as their sprinkler pump is broken beyond repair. The system has been there for over 30 years and is now in need of fixing as the grass at the bowling club is maintained using this system. The grass on the greens needs to be replenished and watered every other day on dry days.

The club has requested help of **£1,000** in order to fund this system which is costing them circa £1.4k.

Benefits to the community:

- **Fitness**
- **Mental Health**
- **Increases Skills**
- **Improves Confidence**
- **Self-Discipline**
- **Social Interaction**

Grimethorpe Activity Zone

A community-based charity organisation that offers a lifeline for the community's most vulnerable members.

The organisation offers an array of free activities such as youth activities (during school holidays and after school clubs, support groups (for young women and a safe space for empowerment), warm hub during the winter and career support and guidance.


The organisation collaborates with Age UK, Local Credit Union, BMBC Blood Pressure Testing Service, Warm Homes.

The organisation is seeking running funds to help with growth but most importantly day to day running of the organisation. GAZ are seeking **£5,000** to enable them to keep their doors open, maintain facilities, and continue providing these essential services. Without adequate funding, they may have to reconsider the sustainability of their free provision, a prospect they are keen to avoid given the financial strain many families are currently facing.

Urban Impact Self Defence Group

Purpose: The group requires 3 x wall mounted spar bars for their self defence group.

Reasons: The group has been going for the last 20 years with self-funding but they require help to make sure they have equipment to continue growing and helping the group.

DATE REPORT RUN 31/08/2025		Creating GREAT Homes & Communities for the People of Barnsley							BUILDING SAFETY SCORECARD				
TOTAL ASSET NUMBERS	Domestic Properties		Non-Domestic Properties		Other		Traveller site / Queens House						
	17,878		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	16,830	2							Spreadsheet		99.99%	9 Sankey Square, Goldthorpe, Rotherham, South Yorkshire, S63 9AJ SYP have keys to property after death of tenant. Keys will be released to allow to make safe. Internal gas meter. 80 Windmill Road, Wombwell, Barnsley, South Yorkshire, S73 8PP Numerous no access, Currently in legal for the EICR, Warrant obtained for Gas 28/08/25 to be served 03/09/25.	
BS02: Fire safety checks	1,025	0							Spreadsheet		100.00%	100% Compliant	
BS03: Asbestos safety checks	882	0							Spreadsheet		100.00%		
BS04: Water safety checks	765	121							Spreadsheet		86.34%	Uncompliant Sites are Hudson Haven and Maltas Court - Infinity have advised these have been carried out but have been unable to produce the reports. now logged as a complaint and to be put on the contract meeting agenda with BMBC	
BS05: Lift safety checks	408	0							Spreadsheet		100.00%	all compliant	
FIRE SAFETY - Fire Risk Assessment (FRA) PROGRAMME													
Assets on Programme			212	0	0	0			Spreadsheet		100.00%		
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 15 flat entrance fire door inspections outstanding due to access issues, we are going through the process of delivering a second letter and working with scheme managers to get access. There is one where a leaseholder has been taken into a care home, we are working with Leaseholder Services to obtain contact details for any next of kin.	
Emergency Lighting			115	0					Spreadsheet		100.00%		
Fire Extinguishers			306	0					Spreadsheet		100.00%		
Smoke Vents			4	0					Spreadsheet		100.00%		
Fire Blankets			48	0					Spreadsheet		100.00%		
Communal Fire Door Inpsections			574	0					PIMMS		100.00%		
Flat Entrance Fire Door inspections			950	15					PIMMS		98.45%		
All Fire Actions			2124	15							99.30%		
FIRE SAFETY - FIRES REPORTED (CUMULATIVE)													
Total number of fires reported within reporting year	25								Spreadsheet		incidents		
FIRE SAFETY - PROPERTIES WITH SMOKE / CO ALARMS FITTED													
Assets on Programme	17,836	42									99.77%		
Assets NOT on Programme	0												
DAMP AND MOULD - REPAIR REQUESTS													
7-day jobs raised during month		111							NEC		0.62%	BSPT: 71 raised, 2 cancelled, 48 completed, 20 open, Wates@ 40 raised, 3 cancelled	
Open 7-day jobs at month end		34							NEC		0.19%		

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
HHSRS (CAT1/2) damp / mould risks identified in month		0							Spreadsheet		0.00%	Risk: 71 raised, 2 cancelled, 43 completed, 26 open. Wates@ 40 raised, 3 cancelled, 23 completed, 14 open.
									spreahseet			
									Spreadsheet			
DAMP AND MOULD - COMPLAINTS												
Closed stage 1 complaints		2							Customer Services		0.01%	The report now shows complaints relating to Damp and Mould that have been answered/closed in the month
Closed stage 2 complaints		0							Customer Services		0.00%	
Total		2							Customer Services		0.01%	
DISREPAIR CLAIMS												
Total live claims (cum in yr)		32							Spreadsheet		0.18%	
Total live claims relating to damp and mould (cum in yr)		26							Spreadsheet		0.15%	
ELECTRICAL SAFETY - Electrical Installation Condition Report (EICR) PROGRAMME < 10 years and < 5 years												
Assets on Programme with an in date EICR <10 years	17,861	9					44	0	Workbooks		99.95%	Of the 9 with a 10 year outstanding EICR. 3 are void, 2 are with legal and 3 are with neighbourhood team due to the poor hygenic condition of the properties, 1 is booked to be competed in the coming weeks.
Assets on Programme	17,870						44					
Assets on Programme with an in date EICR <5 yrs	17,728	142	222	2			44	0	Workbooks		99.21%	
Assets on Programme	17,870		224				44					
GAS SERVICING												
C-1	0	0	0	0			0	0	Spreadsheet			Historic unsatisfactory EICR where remedials have not been completed due to no access are reraised for new EICR to be completed. Where access is an issue the
C-2	50	5	0	0			0	0	Spreadsheet			
GAS SERVICING												
Assets on Programme	15,972	2	4	0	51	0			Spreadsheet		99.99%	9 Sankey Square, Goldthorpe, Rotherham, South Yorkshire, S63 9AJ SYP have keys to property after death of tenant. Keys will be released to allow to make safe. Internal gas meter. 80 Windmill Road, Wombwell, Barnsley, South Yorkshire, S73 8PP Numerous no access, Currently in legal for the EICR, Warrant obtained for Gas 28/08/25 to be served 03/09/25.
Assets NOT on Programme	1,904		762		0							
COMMERCIAL GAS REMEDIALS												
All commercial gas remedials					0	0					100.00%	
DOMESTIC PROPERTIES (Without Gas)												
Assets on Programme	661	0							Partners		100.00%	
Voids Capped												
No. of Voids Capped in Month within 24 hrs of Becoming Void	87	0							Partners		100.00%	
No of Tenanted Homes Capped [monitoring metric only] long term capped off												
No of Tenanted Homes Capped [monitoring metric only]	177								Partners			
Solid Fuel												
Homes on the Programme	96	0							Spreadsheet		100.00%	
Asbestos												
Assets on Programme			531	0	25	0	1	0	PIMSS/Spreadsheet		100.00%	All reinspections completed on new C365 mobile worker app, however surveys have been set as domestic and non domestic, thus not showing. With C365 to resolve
Assets NOT on Programme			279		9		43					
WATER HYGIENE: Legionella risk assessments												

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
Assets on Programme	16675	69	59	3	3	30	0	0	PIMSS, Spreadsheet		99.39%	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 being designed to send out. Non Domestic LRAs - Uncompliant Sites are Genn Lane CC, Hudson Haven and Maltas Court - Infinity have advised these have been carried out but have been unable to produce the reports. now logged as a complaint and to be put on the contract meeting agenda with BMBC
Assets NOT on Programme												
WATER HYGIENE: Inspection checks												
Flushing			172	0					Teams / spreadsheet		100.00%	Flushing/Temperature Monitoring all compliant. Annual Monitoring - 2 uncompliant Infinity to recover
Temperatures			58	0					Teams / spreadsheet		100.00%	
Annual monitoring			26	2					Teams / spreadsheet		92.86%	
			256	2							99.22%	
WATER HYGIENE												
High (1 month)	3	0	0	0								
Medium (3 months)	0	0	0	0								
Low (6 months)	0	0	5	0					SAP/Spreadsheet			
All Actions	3	0	5	0								
SERVICE & MAINTENANCE CHECKS												
Passenger Lifts(14) / Platform lifts (6)	20	0							Engineers sheets		100.00%	all compliant
Passenger Lifts Insurance Inspections (20 lifts - 6 monthly inspections)	20	0							HSB Portal/C365		100.00%	all compliant
Stairlifts	471	6							Engineers sheets		98.74%	6 uncompliant - 3 VOID, 2 now booked in, 1 tenant may be in respite
Steplifts	1	0							Engineers sheets		100.00%	all compliant
Throughfloor lifts (TFL)	28	7							Engineers sheets		80.00%	7 uncompliant - 2 VOID, 5 all re-booked in
Hoists	106	3							Engineers sheets		97.25%	3 uncompliant are VOIDs
All	646	16									97.58%	
SUMP PUMP CHECKS												
Sump Pump Checks	32	35									47.76%	Partners working through gaining access to complete inspections, any properties with access issues will be progressed through the no access policy
ENERGY EFFICIENCY												
SCS	15,685	2217							Spreadsheet		87.62%	No advance: as at end Q4. Contractor commences September 2025. Returns expected October 2025.
EPC	15,724	2180							PIMSS		87.82%	Marginal advancement continues, but due to small numbers full reconciliation not yet completed. Small programme remains underway targeting the 1000 Solar PV assets

Report Title	Update on Berneslai Homes Annual Business Action Plan.	Confidential	No
Report Author	Head of Strategy, Governance & IT	Report Status	For Information
Report To	Board 25/09/2025	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 first quarter of 25/26.</p> <p>From April 25 the three year vision has been 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. Recommendation	<p>Board is requested to: -</p> <ul style="list-style-type: none"> Note and comment on the year end update of progress against the Annual Business Action Plan 25/26 quarter one.

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 one 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 highlights

- **Repairs System Review:** good progress has been made and the top 5 recommendations, are due to be completed. Early metrics are showing a reduction in complaints and follow up chase up calls from tenants.
- **Data Quality:** Data tool contract is in place for 12 months, data standards have been refreshed, and work on identifying data champions and the importance of data across the organisation is being worked on.
- **IT Modernisation:** Discovery work completed with BMBC on potentially using Dynamics for a CRM, minimum viable product has been identified, and further discussions with BMBC are taking place. Assets module on NEC go-live expected end of September 2025.
- **Income:** Voicescape Caseload Manager fully implemented; further automation planned for later in 2025.
- **Sustainability:** SAVA platform is now live, retrofit strategy development agreed, the Asset Management Stock Board is operating, and 350 solar PV installations to be completed.
- **PRIP Contract Review:** Feedback sessions have been held, working groups are being set up to progress recommendations.

- **ASB (Anti-Social Behaviour):** Action plan in place, co-monitored and delivered with council.

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 also attached at Appendix 1.

Key Points to note

- Customer First workshops, EDI Steering Group and Inclusion passport launched.
- Property Services restructure subject to delays but Resources restructure being picked up from September and the Community Buildings and Independent living scheme restructure is on track
- New PDR process being piloted and leadership modules are being scoped
- All IT kit is now compatible with windows 11

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 & BH Actions update

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

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q1 Update	Q2 Update	Q3 Update	Q4 Update
Healthy Barnsley	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) DRS	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			
Healthy Barnsley	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			
Learning Barnsley	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			
Healthy Barnsley	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	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.			
Growing Barnsley	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.			

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.			
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.			
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			
			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			
			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			
			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.			
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 Dec 25. Refreshed comms plan CSC report quarterly.			
			Publicise Language Line services and ensure we proactively offer to translate	May-25	Head of Human Resources and OD	Comms to be produced.			

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q1 Update	Q2 Update	Q3 Update	Q4 Update
			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			
			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			
			Work with BMBC to include tenants in setting KPIs	Throughout 25/26	Head of Strategy, Governance and IT	H of S, G and IT Complete - tenant sessions held by BH with BMBC and contributed to the target setting. To be completed annually.			
			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.			
			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			
			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 Council's SNS - complete			

Strategic Ambition	Priority	Milestones	Date	BH Lead and additional resources	Q1 Update	Q2	Q3	Q4
Employment and Training	Enhance organisational culture Building Together programme	1) Intro to Customer First workshops delivered 2) Establish EMT sponsored Employee Experience action groups 3) Establish EDI Steering Group 4) Relaunch Employee Engagement Group 5) Inclusion Passport launched 6) Code of Conduct reviewed	1) Sept 2024 2) Dec 2024 3) Nov 2024 4) March 2025 5) Dec 2024 6) March 2025	Executive Management Team.	1) complete 2) complete 3) complete 4) delayed until qtr3 25/26 5) complete 6)delayed until 25/26			
Employment and Training	Ensure we have resources to deliver our strategic plan and ensuring we are cost effective and provide value for money.	1) Implement restructure across organisation. Property Services Resources Directorate Customer and Estate Services 2) Review success of restructure	30 September 25 31st March 26 September 26 March 27	Executive Management Team	Property Services Restructure ongoing - not on target to be completed by September 25 - delayed to implemetation by 01/04/2026. Resources restructure to commence September 25 KAS 16/7 - Independent Living & Community Buildings Restructure approved by EMT and on track for implementation Q3 25/26			
Employment and Training	Strategic Workforce Planning (incorporating Professionalism Agenda, Succession / Workforce Planning)	Review PDR process Agree Workforce Planning/Succession Planning Framework Identify and implement any training requirements including a new leadership development prgramme Qualification Audit Inspire System optimised	Jun-25 Jun-25 March 25 October 25	Head of HR&OD	CW 17/7 - new PDR process being piloted, feedback to be gathered in autumn. Greater focus on performance and continuous improvement. Specific leadership modules being scoped - Equality Impact Assessments training provided in July, change management and financial awareness.			
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	Financial Sustainability Strategy reported to Board - July 2025			
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) Trial for Assets (visiting officers with same kit as NO) Develop plan to replace all devices not compatible with windows 11 develop plan to replace devices based upon age (tech refresh)	Apr-25 May-25 Oct-25 Dec-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. delay due to initial trial of laptop being unsuccessful Head of S, G and IT update - Complete all kit now compatible with windows 11 replaced. Not yet started			

Knowing our customers

We know...



91% English
1% Polish
7% unknown



19% Physical Disability



87% White British
8% PNS
2% European



55% Christian
31% No Religion
3% Unknown
7% PNS



61% Female
39% Male



3% 25 and under
65% 26 to 65
32% 66 and over



72.4% Straight
1.5% LGBTQ+
26% PNS (*)



8% Learning disability



37% Mental health condition



23% Sensory disability

We collect data at the start of every tenancy (**) and then periodically to find out more about our 17,967 tenants. Knowing our customers is really important so we can get things right for everyone and can:

- Understand more about their needs and experiences
- Inform services and tailor the individual customer experience

(*) prefer not to say (**) main tenant only

Data: September 2025



Board factsheet September 2025

Knowing our staff



57% Male (49%*)
43% Female (51%*)



7.7% 16-24 (9%*)
20.2% 25-34 (13.5%*)
31% 35-49 (18.3%*)
36.3% 50-64 (21.4%*)
4.8% 65+ (19.4%*)



45.8% Christian (68.5%*)
25.1% No faith (24%*)
0.3% Other religion (0.3%*)
3.1% Prefer not to say



2.8% LGBTQ+ (2.5%*)



13.2% Identify as disabled (22%*)



94.4% White British (96.9%*)
2.1% BME (3%*)
2.6% Prefer not to say

White text = Berneslai Homes staff
(*) = Barnsley Profile 2021 census.
Economically active

Data: September 2025



Minutes of Berneslai Homes Board held 24th July 2025

4.00 p.m.
Gateway Plaza

Present:

Ken Taylor (KT)	-	Chair
Richard Fryer (RF)	-	Board Member
Adam Hutchinson (AH)	-	Board Member
Mark Johnson (MJ)	-	Board Member
Rebecca Mather (RM)	-	Board Member
Jo Sugden (JS)	-	Board Member
Sarah Tattersall (ST)	-	Board Member

In attendance

Amanda Garrard (AGa)	-	CEO
Dave Fullen (DF)	-	Executive Director, Customer & Estate Services
Arturo Gulla (AGu)	-	Executive Director, Property Services
Rachel Taylor (RT)	-	Executive Director, Resources and Company Secretary
Paul Clifford (PC)	-	Service Director BMBC

Observing

Sarah Clyde (SC)	Head of Strategic Housing BMBC (attended for part of meeting)
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	ACTION
<u>Item 1 – Apologies</u> Apologies were received from Kevin Osborne, Gez Morrall and David Leech – Board Members.	
<u>Item 2 – Declarations of Interest</u> None were declared.	

<p><u>Item 3 – Governance Update</u></p> <p>RT presented the report highlighting the 2 key areas.</p> <p>Following the May Board meeting, a Task and Finish Group was established to review Board and EMT self-assessment feedback. Board’s attention was drawn to the agreed actions at Appendix A.</p> <p>The Board Code of Conduct has also been reviewed; this requires a formal review every two years. Only slight changes were made, which are outlined in the report. To improve governance in this area Board members will now be asked to sign the code annually. Previously this was signed by Board members at their induction. The revised code is attached at Appendix B.</p> <p>RT confirmed that there were no instances of non-compliance highlighted from the self-assessment.</p> <p>Resolved</p> <p>Board approved:-</p> <ol style="list-style-type: none"> 1. The Board Action Plan based on the recommendations from the Board task and finish group following the Board Self Evaluation. 2. The formal 2-year review of the Board Code of Conduct and noted the requirement for Board members to sign up to this annually. 	
<p><u>Item 4 – Risk Management Year End Report</u></p> <p>RT presented the report noting that it had already been considered by the Audit and Risk Committee.</p> <p>The report gives an overview of the activities undertaken in 2024/25 and outlines the position on the strategic risk register, including a new risk added after the EMT assessment.</p> <p>Attention was drawn to the contingent liability which has re-emerged concerning the legal case. BH did win the case last year, however, an appeal was lodged and granted, which will not be heard until December. BH may need to disclose this in the financial statements. Although it will not be provided for, it may be noted as a potential liability, as it exists and BH are aware of it when signing the financial statement. The Board noted that the appeal pertains to the process, not new evidence.</p> <p>RT referred to Section 11 of the report and the zero based review of strategic risks appetite, informing Board this was undertaken on 16th July and the outcome will be reported to Board in September. Thanks were extended to all involved. The action to complete a zero-based review of strategic risks is on track to be completed by the deadline of 31 March 2026.</p>	

<p>AH informed Board that Audit and Risk Committee had a productive discussion, concluding that risk is managed appropriately, although the Committee do not define the risk or the Board's appetite for engaging risk.</p> <p>The Board discussed cyber risk and measures being taken to address it. RT advised that BH collaborates closely with the Council on protection efforts, working diligently to mitigate risks. BMBC's lead officer is attending the October Audit and Risk Committee to provide assurance. Vigilance by staff is crucial, and it is everyone's responsibility. The importance of having robust passwords was discussed, noting that necessary actions have been taken. Assurance was provided to the Board regarding e mail security when someone leaves the organisation.</p> <p>PC requested that mitigations against risk be included in future reports and RT agreed to incorporate following the planned review of the strategic risks.</p> <p>Resolved</p> <ol style="list-style-type: none"> 1. Board noted the Risk Management Annual Report for 2024-25. 2. Board noted the Quarterly Risk Management update. 3. Board reviewed the linked risk registers and note any updates. 4. Board noted the proposed 2025-26 Action Plan at Section 11 5. Board agree Board feel sufficiently informed about risk management. 	<p>RT</p>
<p><u>Item 5 – Employee Health and Safety Report</u></p> <p>RT presented the report which reviews the employee health and safety performance for 2024/25, highlighting improvements and areas needing attention, and requests Board approval of the updated Health and Safety Policy. It emphasises ongoing governance, monitoring, and staff engagement in safety practices.</p> <p>Board noted that health and safety responsibilities have shifted to the People and Culture Team.</p> <p>Key points to note are:-</p> <p>The robust monitoring regime continues, through group meetings and quarterly updates to EMT.</p> <p>Days lost due to accidents has improved compared to 23/24, though vigilance remains necessary.</p> <p>Violence and aggression incidents have increased. However, BH take a zero tolerance approach and this message is actively communicated to staff, encouraging reporting through the mechanisms in place.</p> <p>RF expressed his concern, following the limited assurance opinion by CA on lone working safety and requested assurance that the actions highlighted in the Corporate Assurance report are being implemented on a timely basis. RT</p>	

<p>confirmed the actions are underway, mainly focussing on estate and repairs staff. This includes enhanced monitoring, staff support, security contract reviews and managerial responsibility to ensure compliance. Work has also been done to encourage colleagues to make witness statements. DF confirmed he was satisfied this is being given the priority operationally that it requires and actions are being followed up.</p> <p>JS noted the improvement in days lost, which is positive, but felt it would be beneficial if the report provided analysis for work related mental health versus other causes. RT advised that the forthcoming sickness update will address this.</p> <p>Clarifications were requested on the incident rate calculations, mandatory training, including mental health awareness attendance by Managers. RT to circulate information.</p> <p>MJ on behalf of DL (not in attendance) advised he had expressed his concerns on the number of sickness days and seeks clarification on the process for staff returning to the workplace and how they are managed i.e. through OH/GP. RT assured that the Head of Governance and Strategy would provide the necessary information to DL as part of his induction. The information will also be included in the next sickness absence report. RT also mentioned that OH is an essential element of the service, however staff are unable to self-refer it must be through their manager.</p> <p>Clarity was requested for future reports on the information contained in the table titled Occupational Health Contacts by Practitioner. RT explained that the table illustrates the increase in contacts for the year 23/24, assuring Board the table would be improved in the next report, without disclosing any personal information.</p> <p>The Chair noted that 'near misses' were relatively low and questioned the accuracy. Board were assured that staff are encouraged to report near misses, they are reported to EMT and included in reports.. The Chair also emphasised the importance of fulfilling organisational competencies and the responsibility of both the organisation and Board in this regard.</p> <p>Resolved</p> <ol style="list-style-type: none"> 1. Board noted the performance of the health and safety systems and procedures that are operational within the company. 2. Board approved and signed the refreshed 2025-2026 Health and Safety Policy. 3. Approved the areas of further development and monitoring identified at Section 10. 	<p>RT</p> <p>RT</p> <p>RT</p> <p>RT</p>
<p><u>Item 6 – Building Safety Compliance and Disrepair Year End Report 2024/25</u></p> <p>AGu presented highlighting the key points.</p>	

<p>Building safety compliance at the end of 24/25 was strong, with a 99.67% compliance rate across six key areas. The report highlights completed priorities, ongoing challenges and upcoming regulatory changes.</p> <p>The focus areas were brought to Board’s attention, noting the outstanding fire safety equipment, servicing and maintenance were prioritised and are now complete. The 12 outstanding electrical compliance reports have now reduced to 10, and work continues with the Council’s Legal Team to address those that remain. Outstanding domestic lifting issues are minimal, and revisits are taking place.</p> <p>The Government’s announcement on electrical safety testing regulations in the social rented sector was summarised. From November everyone will be working towards a 5 year inspection programme, which will include furnished tenancies. A tenant communication plan will be developed.</p> <p>Awaab’s Law , effective October 2025 will be onerous on the sector and claims are expected. Pennington choices are assisting the dedicated damp and mould team formulate policies and procedures. When ratified they will be submitted to Board for approval. AGu stressed the importance of certificated training being arranged for technical staff. Other staff will require additional training and will include the Contact Centre. A proposal is awaited.</p> <p>Board noted that disrepair claims have decreased significantly in the first quarter of 2025, vastly below some other providers. However there is an expectation from October onwards there may be an escalation.</p> <p>The Building Safety Board meet on a regular basis, with a new Building Safety Manager commencing in September.</p> <p>AGu added that BH has successfully achieved a C1 rating and a recent electrical inspection audit concluded with a reasonable assurance outcome, reflecting ongoing strong performance by staff.</p> <p>AH commended the report, but raised concern about tenant safety in properties where access has been denied, possibly resulting in multiple non compliance issues. AGu emphasised that the safety of our tenants is a top priority and provided assurance that every effort is made to gain access, gather evidence etc. It was suggested that the new regulations may strengthen the position.</p> <p>PC noted the positive position and the reductions in disrepair claims. He also referred to the positive proactive approach being taken to gain access to homes, which he acknowledges is very challenging. He stressed the importance of preparing resources in anticipation of Awaab’s Law.</p> <p>Resolved:</p> <p>The Board approved the 2024/25 year-end report and noted the areas of focus.</p>	
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Item 7 – HRA Capital Investment 2024/25 Year End Financial and Activity Report

AGu presented the report , bringing Board's attention to the key points.

It was noted that 22- elements on the BHS programme were not delivered due to no access or tenant refusals. 2513 major BHS works were completed. 929 major adaptations were completed, 140 heating system replaced, 169 major voids completed.

Of the 139 completed areas of work on structural extensive, the majority were around disrepair, with 20 relating to major damp and 11 large re-roofs, therefore costs were significant.

Work continues with the Council on the action to complete the 6 outstanding timber floor replacements, noting that 15 were completed in 2024/25.

The £4.182M end of year underspend situation was discussed, noting the issues i.e. PRIP mechanism and final costs coming in significantly higher. However, the review of the PRIP contract should address forecasting issues in the future.

RF queried the barriers for tenants refusing works. AGu explained they are mainly down to age and/or health issues, refusing due to the significant disturbance the work entails. Other organisations face similar issues. Every effort is however made to persuade tenants to agree to the upgrades, but refusals remain high. The correlation to the voids issue was noted as significant costs are incurred when works have not been carried out.

MJ advised of a potential opportunity to improve refusals in the elderly as used by another organisation. They introduced a scheme called Golden Years Helping Hands, a specialist team that engages with older people using a sympathetic approach

PC emphasised the significance of dynamic financial control monitoring going forward, also noting the value of having a forward looking report with projections on budget allocations.

Discussion followed on the high number of reactive replacements. AGu noted this is driven by demand. From a major repair perspective they are one offs, such as damaged kitchens, water damage etc. where work has to be undertaken quickly. AGu reminded Board of the 2 year strategy reallocating funds from the DH budget to the reactive budget to address the backlog. The referral process has also been reviewed with the contract partner, resulting in a significant reduction. However, reactive work is expected to increase with the implementation of Awaab's Law in October.

Resolved

Board reviewed and provided feedback to the 2024/25 capital investment programme financial and activity outturn reported.

<p><u>Item 8 – Value For Money Annual Report</u></p> <p>RT presented the report which was also considered at the last Audit and Risk Committee. The Committee provided challenge in relation to the VFM Strategy presented to Board in February being embedded in the organisation. RT acknowledged it is not yet fully embedded but remains work in progress</p> <p>The £181K of external funding was highlighted, which enhanced services to tenants.</p> <p>The importance of collecting rent was acknowledged, noting the difficulty in collecting former tenants arrears, however £128K of former tenants has been collected.</p> <p>RF referred to the success of Voicescape and whether it could be used in other areas. DF advised Voicescape is only used for income collection and gathering insight.</p> <p>PC expressed satisfaction with the benchmarking information. RT advised the impact on value for money will be evident in the subsequent reports on the agenda, which are linked. In addition to our own expenditure RT advised of the importance of achieving vfm for the Council</p> <p>Resolved</p> <p>Board noted the report.</p>	
<p><u>Date of Next Meeting</u> – 25th September 2025 and AGM.</p>	