BOARD MEETING
24TH NOVEMBER 2026 AT 4.00 P.M.
GATEWAY PLAZA, LEVEL 10

PUBLIC AGENDA

Item	
1.	**Apologies**
2.	**Declarations for Interest**
3.	**Tenants Voice – Independent Living at Glebe Court**
4.	**Governance Update (for approval)**
4A	**Governance Update Addendum – Reappointment of the Chair (For Approval)**
5.	**CEO Presentation (For Assurance)**
6.	**Strategic Plana and Annual Business Action Plan. (For Approval)**
7.	**Quarterly Performance Summary Q2 (For Scrutiny)**
8.	**Repairs, Maintenance and Building Safety Update (For Assurance)**
9.	**Quarterly Risk Update (For Scrutiny)**
10.	**Safeguarding Annual Report (For Approval)**
11.	**VFM Annual Report (For Assurance)**

12.	**People Strategy Annual Update (For Assurance)**
13.	**Communication and Marketing Strategy (For Approval)**
14.	**Minutes of previous Board Meeting held 24th September 2026**

Date of Next Meeting – 25th February 2027.

Creating great homes and communities with the people of Barnsley

Report Title	Governance Update	**Confidential**	No
Report Author	Head of Strategy Governance and IT	**Report Status**	For Approval
Report To	Board 24/11/2026	**Officer Contact Details**	Sam Roebuck samantharoebuck@berneslaihomes.co.uk Claire Denson clairedenson@berneslaihomes.co.uk

1. Executive Summary	1.1 This report updates Board on tenant recruitment, member development, committee role profiles and revised conduct arrangements, supporting its oversight of good governance. 1.2 Board is asked to approve the proposed tenant appointments and committee membership, approve the proposed policy briefings and identify any further development needs. 1.3 In receiving assurance, Board should consider progress against the NHF Code of Governance action plan, including outstanding actions and extended deadlines, to satisfy itself that improvements are being progressed and any gaps remain subject to oversight.
2. Recommendations	**Board are recommended to:** a) Approve the appointment of Sam Evans as Tenant Board Member effective from 24 November 2026 b) Appoint Sam Evans to the Customer Services Committee. c) Approve the appointment of Pamela Mgutshini as Tenant Customer Services Committee Member effective from 24 November 2026 d) Approve the proposed policy briefings within the 2027 Board Development Plan and identify any further development needs. e) Approve the committee role profiles, updated Board and Committee Member Code of Conduct and standalone Complaints and Conduct Procedure. f) Consider progress against the NHF Code of Governance action plan, scrutinise outstanding actions and extended deadlines, and identify any further assurance required.

3. Purpose

3.1 The purpose of this report is to provide an update to Board on a range of governance issues to ensure Berneslai Homes upholds good governance.

4. Current Position /Issues for Consideration

Board and Committee Tenant Recruitment

4.1 A joint recruitment exercise was undertaken to fill the vacant tenant Board member position and the two paid tenant Customer Services Committee member positions. Communications were broadened to reach a wider range of tenants, resulting in nine applications.

4.2 Following consideration against the requirements of the roles, four candidates were invited to interview on 19 October. Following the interviews, Board is asked to approve the appointment of Sam Evans as the Tenant Board Member and Pamela Mgutshini as a Tenant Customer Services Committee Member. As an involved tenant, Sam brings direct experience of tenant engagement and would be well placed to contribute a strong tenant perspective as the Board representative on the Customer Services Committee. Board is therefore also asked to approve her appointment to the Committee.

4.3 A further recruitment exercise is to be completed for the remaining paid Customer Services Committee Member vacancy.

Board Development Plan 2027

4.4 The proposed 2027 Board Development Plan has been informed by the findings from the 2026 Board Member appraisals and skills self-assessments, the Audit and Risk Committee and Customer Services Committee self-assessments, and development requests raised directly by members. These have been brought together into the following areas of development for 2027.

4.5

Development area	**Proposed and Implemented development**
Customer engagement and tenant voice	Provide a formal Customer Engagement induction for new members, share relevant tenant training and engagement opportunities, request the Tenant Voice Panel invite Board Members to observe its meetings and help Board Members build links with the wider involved tenant community.
Member learning	Provide free TPAS membership for all Board and Committee Members and consider a Board Development Agency webinar subscription, giving members access to live and recorded housing-sector learning. Members are encouraged to attend conferences relevant to their role within available budgets. Suitable opportunities will be encouraged within the resources available.
Member connections	Encourage proportionate contact and knowledge-sharing between formal meetings.

Development area	Proposed and Implemented development
Audit and Risk Committee development	Short contextual briefings before selected technical reports, will begin with the Building Safety Scorecard in January 2027, a dedicated Teams group for Committee Members only has been established for questions and information-sharing between meetings.

4.6 As part of the Plan, a programme of Board briefings is also proposed. Board members are asked whether they would prefer to continue lunchtime briefings to support their ongoing development or hold face-to-face briefings before each Board meeting during 2027.

4.7 The initial proposed briefing topics are set out below. Members are asked to consider the programme and identify any additional development requirements they would like included.

Policy briefing	Owner	Date
Social housing stigma	Strategic Comms & Marketing Manager and Customer Engagement Manager	January 2027
Part 1: Artificial intelligence: opportunities and risks Part 2: Cyber security	Part 1: External Part 2: BMBC Cyber Security, Licensing and Records Manager	TBC
Annual Homes and Communities Tour	Head of Housing Management and Head of Asset Management	27 May
ALMO, PRIP, DLO overview	EMT	TBC
State of the Nation	EMT	TBC
Role of a Board Member, with specific reference to an ALMO Board	External	TBC
Finance – BH and HRA, and the national picture	ED Resources	TBC
Regulatory landscape: RSH regulation and inspection, the Housing Ombudsman and the Competence and Conduct Standard.	ED Customer and Estate Services	TBC

Committee Member Role Profiles

4.8 To strengthen role clarity and support members in carrying out their responsibilities, role profiles have been developed for Board members serving on the Customer Services Committee (**Appendix A**) and Audit & Risk Committee (**Appendix B**). These complement the existing Board Member role profile and provide additional clarity on the specific purpose, responsibilities and expectations associated with each committee role. The profiles are intended to support recruitment, induction, development and succession planning, while ensuring members have a clear understanding of their contribution to committee business. The committee role profiles are included at Appendix A for Board approval.

Board & Committee Member Code of Conduct

4.9 The Board and Committee Member Code of Conduct has been reviewed and updated following the publication of the 2026 NHF Code of Conduct, which sets clear expectations for behaviour, integrity, accountability and decision-making across the social housing sector. The review considered how best to reflect the principles and expectations of the NHF Code whilst retaining a Board-specific Code that reflects the distinct role, responsibilities and governance duties of Board and Committee Members. The updated Code and associated procedure are included at **Appendix C** and **Appendix D** for Board approval.

4.10 The updated Code has been benchmarked against the NHF Code and strengthened in areas including resident focus, accountability, transparency, respect, learning and development, data protection, cyber security, responsible use of artificial intelligence, sustainability and risk escalation. Board is asked to approve the updated Board and Committee Member Code of Conduct and the associated Board and Committee Member Complaints and Conduct Procedure.

4.11 To improve clarity, the complaints and conduct arrangements have been removed from the Code and incorporated into a new standalone Board and Committee Member Complaints and Conduct Procedure 2026 to 2028. This enables the Code to remain focused on the standards of behaviour expected of Members, while providing a separate and transparent process for managing complaints and potential breaches of conduct.

4.12 The NHF Code is also intended to apply to staff, and therefore the Employee Code of Conduct is being reviewed separately by the people Team and benchmarked against the NHF Code to support a consistent organisational approach to expected behaviours and values.

NHF Code of Governance Action Plan

4.13 The Board approved the 2026 self-assessment against the NHF Code of Governance at their meeting on 10 June 2026. Any actions resulting from the annual self-assessment are monitored by Board. The actions from the 2026 self-assessment to be continually monitored are:

Completed	Commenced	To commence

Action		By Whom	By when	Progress Update
1	Review Strategy Framework – reduce number of strategies and define what a strategy is. *Principle 2: Strategy & Delivery*	Executive Management Team (Lead – Executive Director of Resources)	31 December 2026	Commenced
2	Organisational structures reviewed *Principle 2: Strategy & Delivery / 2.2 Structures*	Executive Management Team	31 March 2027	Ongoing

Action		By Whom	By when	Progress Update
3	Full review of the CEO appraisal to ensure formally documented and objectives reported to Board. *Principle 2: Strategy & Delivery / 2.4 The chief executive*	Chief Executive	Completed by 30 July 2026	
4	Improve monitoring information reported to Board (in relation to oversight of strategies and plans) *Principle 2: Strategy & Delivery / 2.6 Performance*	Executive Management Team (Lead – Executive Director of Resources)	31 December 2026	To commence
5	External validation to be undertaken (in relation to board effectiveness) – this is undertaken 3-yearly *Principle 3: Board effectiveness*	Executive Director of Resources	31 March 2027	To Commence
6	External assessment against Public Sector Equality Duty requirements *Principle 3: Board effectiveness / 3.2 Functions of the board*	Executive Director of Resources	31 December 2026	To commence
7	Board recruitment and selection throughout 2026/27 (in relation to a diverse board) *Principle 3: Board effectiveness / 3.4 Board election, selection and appointment (area of non-compliance)*	Board	31 December 2026	Current Tenant Board and Committee Member recruitment completed for approval by Board 24 November 2026
8	Committee Membership to be reviewed following individual Board Member Appraisals *Principle 3: Board effectiveness / 3.5 Committees*	Board	Completed	
9	Self-assessments aligned to NHF Code *Principle 3: Board effectiveness / 3.9 Board performance, review and learning*	Risk and Governance Manager	Completed	
10	To report the Chair appraisal outcome to Board. *Principle 3: Board effectiveness / 3.10 Member appraisal*	Executive Director of Resources	Completed at 24 Sept Board	
11	External Audit procurement exercise *Principle 4: Control and assurance / 4.1 Audit*	Executive Director of Resources	31 July 2026 Extended to 31 March 2027 – approved by Audit & Risk Committee on 4 September 2026	

Action		By Whom	By when	Progress Update
12	Company Secretary to have greater involvement in the governance arrangements to ensure continuous improvement and Board meets its legal responsibilities. *Principle 4: Control and assurance / 4.4 Compliance*	Executive Director Resources	30 September 2026 Extended to 31 March 2027	Regular meeting between Chair and Company Secretary taking place.
13	Safeguarding Board policy session on 9 July 2026 *Principle 4: Control and assurance / 4.4 Compliance (area of non-compliance)*	Executive Director of Customer and Estate Services / Head of Housing Management	Completed 9 July 2026	
14	Annual Safeguarding report 30 July 2026 *Principle 4: Control and assurance / 4.4 Compliance (area of non-compliance)*	Executive Director of Customer and Estate Services / Head of Housing Management	30 July 2026 Extended to 30 November 2026	Scheduled to board on 24 November 2026.
15	Add Senior Independent Director as a Whistleblowing route *Principle 4: Control and assurance / 4.5 Whistleblowing and confidential concerns*	Risk and Governance Manager	Completed at the 24 September Board	

5. Customer Voice/Impact

5.1 This report is an update around the governance of the Board and therefore customer views have not been sought specifically for this report. Good governance supports tenants by ensuring their needs and concerns are central to decision making. The appointment of additional customers to the Customers Services Committee has strengthened the tenant voice in Governance.

6. Risk and Risk Appetite

6.1 Strategic Risk: Non-compliance with legal, regulatory or adopted governance codes. Inherent Risk = 20. Residual Risk = 4. This update confirms that controls remain effective. The Annual Governance Statement, Board appraisals, succession planning, revised Board Hospitality Policy, Safeguarding Board Champion Terms of Reference and NHF Code action plan support compliance. Improvement actions are monitored through the governance action plan to strengthen governance, risk management and internal control.

6.2 Governance Risk Driver: Berneslai Homes recognises governance as a Critical enabler of effective decision-making, transparency, and accountability. We maintain an adverse appetite for governance risk, ensuring that our frameworks, policies, and oversight mechanisms are robust, compliant and aligned with regulatory expectations. While we are open to innovation in governance practices, we prioritise stability, clarity of roles, and assurance processes to safeguard the organisation's integrity and public trust.

7. Strategic Alignment

7.1 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 priorities:

a) Listening and responding to our customers
b) Keeping tenants safe and warm
c) Improving opportunities for employment and training
d) Increasing efficiency and effectiveness

8. Data Privacy

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

9. Consumer Regulatory Standards

9.1 This report relates to the 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 governance arrangements.

11. Financial

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

12. Human Resources and Equality Diversity and Inclusion

12.1 There are no implications arising directly from this report.

13. Sustainability Implications

13.1 No specific zero carbon implications from this report

14. Associated Background Papers

14.1 Governance Handbook

15. Appendices

15.1 Appendix A – Customer Services Committee Member Role Profile

15.2 Appendix B – Audit & Risk Committee Member Role Profile

15.3 Appendix C – Board and Committee Member Code of Conduct

15.4 Appendix D – Board and Committee Member Complaints and Conduct Procedure

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Appendix A

CUSTOMER SERVICES COMMITTEE MEMBER PROFILE (BOARD MEMBER)

1. Purpose	1.1 This role profile should be read alongside the Berneslai Homes Board Member Role Profile and the Customer Services Committee Terms of Reference, which set out the Committee's full responsibilities. It sets out the responsibilities and expectations associated with membership of the Customer Services Committee and does not replace the wider duties and responsibilities of a Board Member. 1.2 The Customer Services Committee supports the Board by providing scrutiny and oversight of customer services, customer outcomes and customer-related regulatory requirements. 1.3 As a member of the Committee, you will support the Board by providing constructive challenge, seeking assurance and scrutinising the reports, information and evidence presented to the Committee. You will help ensure that customers remain at the heart of decision-making and that services continually improve to meet the needs and expectations of tenants and residents. 1.4 The principal duties of the Committee are to: a) Monitor the performance of customer-facing services. b) Review customer satisfaction, complaints, compliments and customer feedback. c) Oversee tenant engagement and customer influence arrangements. d) Monitor compliance with consumer standards and customer-related regulatory requirements. e) Review service improvement activity and customer outcomes. f) Consider how customer feedback is used to shape services and decision-making. g) Seek assurance that services are accessible, fair and responsive to customer needs. h) Provide recommendations and assurances to the Board on matters within the Committee's remit. 1.5 Members should refer to the Customer Services Committee Terms of Reference for full details of the Committee's responsibilities.
2. Key Responsibilities	2.1 Members are expected to: a) Prepare for and attend Committee meetings and development sessions. b) Read reports and supporting information in advance of meetings. c) Use customer insight, feedback and performance information to inform discussions.

	d) Provide constructive challenge and ask questions where further assurance is required, including where service performance or customer outcomes require improvement. e) Apply independent judgement and contribute effectively to discussions and decision-making. f) Promote high standards of governance, accountability and transparency. g) Promote a strong customer focus throughout the organisation. h) Maintain confidentiality where appropriate. i) Declare and manage any conflicts of interest. j) Act in accordance with the Berneslai Homes Board/Committee Member Code of Conduct. k) Accept collective responsibility for recommendations and decisions.

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Appendix B

AUDIT & RISK COMMITTEE MEMBER PROFILE (BOARD MEMBER)

1. Purpose	1.1 This role profile should be read alongside the Berneslai Homes Board Member Role Profile and Committee Terms of Reference, which set out the Committee's full responsibilities. It sets out the responsibilities and expectations associated with membership of the Audit & Risk Committee and does not replace the wider duties and responsibilities of a Board Member. 1.2 The overall purpose of the Audit and Risk Committee is to provide an independent and high-level focus on the adequacy of governance, risk and control arrangements.. 1.3 As a member of the Committee, you will support the Board by providing constructive challenge, seeking assurance and scrutinising the reports, information and evidence presented to the Committee. 1.4 The principal duties of the Committee are: a) To seek and provide assurance that there is effective financial control, internal controls and risk management in place across Berneslai Homes by ensuring there are adequate systems of internal control and risk management in place and by monitoring the effectiveness of those systems. b) Supporting Berneslai Homes to implement the values of ethical governance, including effective arrangements for countering risks of fraud and corruption. Reviewing and advising the Board on internal control systems for enhancing fraud resilience and to consider reports in relation to allegations of fraud and reports of suspicious activity in relation to money laundering and any other such exceptional issues. c) To seek assurance that Berneslai Homes activities are efficient, effective and represent value for money. d) Reviewing arrangements by which employees may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters (whistleblowing) and specifically to receive any concerns raised through these procedures that concern the Chief Executive or their delegated officer in respect of the whistleblowing arrangements. e) Reviewing arrangements and confirming processes for regulatory returns and reports on behalf of Berneslai Homes. f) Monitoring the implementation of approved recommendations relating both to internal audit reports, other relevant audit and assurance reports, external audit reports and management letters across Berneslai Homes. g) Monitoring data protection compliance and Information security

	compliance. h) Initiating reports and investigations as it sees fit, having the right of access to all minutes, books, documents or any other information maintained within the organisation. i) Reporting annually to the Board on the internal controls and assurance arrangements in place through a process of integrated assurance, including: j) Reviewing, assessing and monitoring the effectiveness of the external and internal audit services and their relationship with each other. k) Reviewing arrangements and confirming processes for a range of additional assurance sources. l) Receiving and reviewing an annual assurance report before making recommendations as to its acceptance to the Board. m) To comment on and review the Investment Strategy and make recommendations to Board on that Strategy. To receive reports on Treasury Management activities and performance. To report to the Board on any breaches of Investment Strategy or Procedure. n) Monitoring Health and Safety Landlord compliance (compliance audit scorecard) from a risk and controls perspective and escalating any matters of concern to the Board. 1.5
2. Key Responsibilities	2.1 Members are expected to: a) Prepare for and attend Committee meetings and development sessions. b) Read reports and supporting information in advance of meetings. c) Provide constructive challenge and ask questions where further assurance is required. d) Apply independent judgement and contribute effectively to discussions and decision-making. e) Promote high standards of governance, accountability and transparency. f) Maintain confidentiality where appropriate. g) Declare and manage any conflicts of interest. h) Act in accordance with the Berneslai Homes Board/Committee Member Code of Conduct. i) Accept collective responsibility for recommendations and decisions.

Appendix C

BERNESLAI HOMES POLICIES & PLANS

Board and Committee Code of Conduct 2026 to 2028

Document Control

Title	Board and Committee Code of Conduct
Responsible Officer	Head of Strategy, Governance and IT
Author	Risk and Governance Manager
Subject	Board Code of Conduct
Information Asset Owner	Head of Strategy, Governance and IT
Approved by	Board
Approved date	21 July 2022
Review date	Two-yearly
Review responsibility	Risk and Governance Manager
Applicable to	Board, Committee, Independent and Co-optee Members
DPIA Completion Date	n/a
EIA Completion Date	n/a
Regulatory Framework	NHF Code of Conduct 2026 and Competence and Conduct Standard

Revision History

Date	Version	Author	Comments
June 2019	2.0	Risk and Governance Manager	Approved by EMT and Board
July 2022	2.2	Risk and Governance Manager	Approved by EMT and Board
May 2023	2.3	Risk and Governance Manager	Reviewed and aligned to NHF Code of Conduct. Approved by Remuneration Committee for approval to Board.
May 2023	2.3	Risk and Governance Manager	Approved by Board
24 July 2025	2.4	Risk and Governance Manager	Removed reference to Remuneration Committee. Aligned section 3.2 to the Board Gifts and Hospitality Policy. Amended to reflect any Board or committee member Approved by Board on 24 July 2025
September to November 2026	3.0	Risk and Governance Manager	September 2026: 1) Targeted review against the NHF Code of Conduct 2026, including resident involvement, accountability, transparency, complaints, whistleblowing, safety, sustainability, data protection, cyber security, responsible use of artificial intelligence, learning and risk escalation. Added focused wording to reflect the NHF Code of Conduct 2026 emphasis on: • resident voice, scrutiny and influence • transparency, accountability and accessibility

			• complaints, whistleblowing and clearer escalation routes • safety, sustainability and environmental responsibilities • data protection, cyber security and responsible use of AI • learning, training and continuous professional development • fairness, respect, empathy and challenging social housing stigma. 2) Expanded on the ED&I section to incorporate new legislation. 3) Clarified a number of points throughout without changing any procedure. 4) Restructured to NHF Code of Conduct Headings 5) Introduced a standalone Board and Committee Member Complaints and Conduct Procedure to keep the Code focused on expected behaviour. Therefore all such details have been transferred to the procedure document.

Consultation and distribution

Type	Details
Consultation	Head of Strategy, Governance and IT, EMT and Board
Distribution	Board sign up to the Code of Conduct as part of their induction and annually thereafter

1. Introduction and Application

1.1 The Board Code of Conduct sets out clear expectations of behaviour for all Board and Committee Members (referred to as Members throughout this document). It should also help Members understand their legal duties and the nature of their relationship with both Berneslai Homes Limited ('Berneslai Homes' or 'the Company') and the Executive.

1.2 This Code applies to every committee, working party or other subsidiary body of the Board. Its objective is to promote effective and well-informed company governance. It is not intended to be a definitive or authoritative statement of the law.

1.3 This Code has been aligned to the NHF Code of Conduct 2026, and relevant regulatory requirements, while reflecting Berneslai Homes' own governance arrangements.

1.4 In addition to the Code, Members need to familiarise themselves with the following, which will be supplied to them on appointment, namely:

a) The Memorandum and Articles of Association of Berneslai Homes
b) Berneslai Homes' Strategic Plan
c) The NHF Code of Conduct 2026
d) The Members' Governance Handbook
e) The Agreement of Service

1.5 A Member must observe this Code of Conduct whenever they conduct the business of Berneslai Homes or acts as its representative.

1.6 Members should always think carefully about potential conflicts of interest, and the impact of their behaviour on the reputation of Berneslai Homes.

1.7 It is expected that all Members will undertake their duties to the best of their abilities and will comply with the terms of the Agreement of Service.

1.8 Concerns or complaints about a Member's conduct will be dealt with under the Board and Committee Member Complaints and Conduct Procedure 2026 to 2028.

2. Role of the Board and Committees

2.1 The Board and Committees consist of non-executive Members who direct and oversee the affairs of Berneslai Homes. The Board and Committees ensure day-to-day management is delegated effectively and carried out properly by the Chief Executive and the staff of Berneslai Homes.

Functions

2.2 The functions of the Board / Committees are to:

a) support the mission, vision and values of Berneslai Homes
b) ensure compliance with the Management Agreement between Berneslai Homes and the Council

c) take account of resident voice, scrutiny and influence when contributing to strategic decision-making.

d) define and ensure compliance with the Strategic Plan through the agreement of:
   - policies for action
   - budgets
   - a framework of delegation and system control, including performance monitoring

f) ensure the affairs of Berneslai Homes are conducted lawfully, ethically and within the terms of its constitution
g) ensure arrangements are in place for urgent decisions to be made in between meetings
h) appoint the Chief Executive
i) appoint the Company Secretary.

Exercise of Powers

2.3 The Board and Committees may only exercise the powers granted to them by Berneslai Homes' Memorandum and Articles of Association. Unless specific powers and authority have been delegated to a named Member or Committee, it will usually be the case powers can only be exercised by the full Board acting together as a body.

Delegation

2.4 Members should be aware that when they delegate any of their duties to others, including the Company Secretary and Committees, the responsibility and liability for fulfilling those duties remains with Members.

3. Acting in the best interests of residents and Berneslai Homes

Meeting your responsibilities

3.1 You must fulfil your duties and obligations responsibly, acting at all times in good faith and the best interests of the company and its customers and other service users.

Representing the company

3.2 Members have a legal duty to promote the success of Berneslai Homes. You should therefore consider yourself as an ambassador for the Company, and act accordingly.

3.3 You must not seek to officially represent the views or position of the company without prior authority.

3.4 In representing the company at external events and in dealings with outside bodies, you must set an example by demonstrating the highest standards of integrity and ethics and your alignment with the values, policies and objectives of the company.

3.5 You should not conduct yourself in a manner, which could reasonably be regarded as bringing the office of the Board or Berneslai Homes into disrepute.

3.6 If you intend to engage in an activity, including political or campaigning activity, which may reasonably be regarded to affect the company, you must obtain prior consent. Such consent must not be unreasonably withheld unless your activity poses a material risk to the company.

3.7 You must adhere to Berneslai Homes policies in the use of email, intranet and internet services including social media.

Companies Act considerations

3.8 **The Companies Act 2006 requires Members to consider the following:**

a) the long-term impact of their decisions
b) the interests of the company's employees
c) the need to foster the company's business relationships with suppliers, customers and others and the impact on the community and the environment
d) the desirability of maintaining a reputation for high standards of business conduct.
e) the need to act fairly as between members of the company.

4. Behaving with Integrity

Conflicts of interests

4.1 You must take all reasonable steps to ensure that no undeclared conflict arises, or could reasonably be perceived to arise, between your duties and your personal interests, financial or otherwise.

Bribery, gifts and hospitality

4.2 You must not offer, seek or accept bribes or inducements to act improperly or corruptly. You must not seek or accept gifts, hospitality or other benefits from individuals or organisations that might reasonably be seen to compromise your judgment or integrity or place you under an obligation to those individuals or organisations. Gifts which are of an insignificant value, and which can be regarded as in the nature of advertising matter, can be accepted. If the gift is of a 'significant value', it must be politely but firmly refused.

4.3 Meals or refreshments may be accepted where they are linked to a public or semi-public event in which Berneslai Homes has an interest, such as an opening ceremony for new premises, and the Member is attending in an official capacity as a representative of Berneslai Homes.

4.4 Members may attend corporate functions as part of their role, including events with a social, networking or promotional purpose. Attendance should be appropriate, proportionate and not excessive. Any hospitality must be properly considered, recorded where required, and managed in line with the Gifts and Hospitality Policy.

4.5 If a Member is unsure about accepting a gift or attendance at any function, then they are able to seek clarity from the Board Chair or Company Secretary.

4.6 All offers of gifts or hospitality must be recorded in the Register of Hospitality and Gifts using a Notification of an Offer form available from the Governance Team.

4.7 The Gifts and Hospitality Policy for Board Members is available to view in the Governance Handbook on Decision Time.

Funds and resources

4.8 Members should not place themselves under any financial or other obligation to others who might seek to influence them in the performance of their role.

4.9 You must not misuse the company's funds or resources for yourself, your family, your friends or the company.

4.10 You must not invite or influence a customer, unless they are a person who you are closely connected to, to make a will or trust under which you are named as executor, trustee or beneficiary.

Confidentiality

4.11 In carrying out your role, you have access to confidential information. You must handle all information lawfully, responsibly and in line with Berneslai Homes' policies and procedures.

4.12 Members must only access, use or share confidential or personal information where this is necessary for their role and they are authorised to do so. They must keep Board and Committee papers, emails and digital information secure, and must not disclose information to anyone outside the proper governance process unless authorised. Any loss, misuse or accidental disclosure of information must be reported immediately. This duty continues after a Member leaves the Board or Committee.

4.13 Members must take care when using emails, digital systems and artificial intelligence tools, and following Berneslai Homes' requirements on data protection, information security and cyber security.

Disclosure and sharing information

4.14 Berneslai Homes takes compliance with the UK GDPR and Data Protection Act (DPA) 2018, and any future updates, alongside information security standards, seriously.

4.15 All Members are required to respect individuals' privacy at all times and must comply with current and any future UK data protection laws. Non-compliance may result in action being taken under this Code and may also lead to legal consequences, including prosecution under section 170 of the DPA 2018 and Computer Misuse Act 1990 where there is no business reason or authority to handle or share personal information about other Members, employees, contractors, suppliers, customers and members of the public with unauthorised individuals or organisations, or send it to personal devices or accounts.

Objectivity

4.16 Members should ensure decisions are made solely on merit and should set aside personal preferences. At all times you should look to the greater good of Berneslai Homes. In making decisions, you should:

a) ask appropriate questions; and
b) come to your own conclusions, weighing up carefully the views expressed, and the advice given.

4.17 This duty of objectivity applies to all Board and Committee decisions, including appointments, contracts, use of resources and any other business where Members are required to exercise judgement.

5. Treating others fairly, with respect and empathy

Conduct at meetings

5.1 Your conduct at Board, Committee and other meetings must meet a high standard of integrity, commitment, and courtesy. You should be prepared, listen to others, contribute constructively, respect different views, support appropriate challenge and avoid behaviour that disrupts the meeting or undermines collective discussion.

Respect for others

5.2 It is essential that Members have knowledge of current equality, diversity and inclusion legislation and can apply this when governing the organisation. This includes the Equality Act 2010 and its protected characteristics. Members should also be aware of the duty to support disabled people at work, including the need to consider reasonable adjustments where this is required.

5.3 Members must at all times display the agreed Member Behaviours and promote the values of Berneslai Homes. They must treat others with dignity, respect and fairness, and must not discriminate, harass, victimise or behave in a way that could make people feel excluded because of who they are, their personal circumstances, or the needs they may have. Failure to do so may impact on the reputation and wellbeing of the Board and Berneslai Homes.

5.4 Accordingly, Members should:

a) promote equality and not harass or discriminate.
b) recognise and respect all protected characteristics, including sexual orientation, gender reassignment and disability.

c) support inclusive participation by considering accessibility, reasonable adjustments and different communication needs.
d) treat others and their views with respect and courtesy.
e) listen to residents and service users with respect, fairness and empathy.
f) promote and support the principles of leadership by example.
g) not do anything that may, or does, compromise the impartiality of those who work for, or on behalf of the Company.
h) challenge stigma associated with social housing and avoid language or behaviour that could undermine residents' dignity.
i) respect the role of the Board Chair, the Chief Executive and the employees of Berneslai Homes.

Relationships and Team Working

5.5 Members must maintain a constructive, professional relationship based on a sound understanding of the respective roles of Members, staff and involved residents.

5.6 You should:

a) develop positive working relationships with the Chief Executive and the Executive Management Team.
b) not undermine or appear to undermine the authority of a senior officer in their dealings with a more junior member of staff.
c) maintain the highest standards of professionalism, fairness and courtesy in all your dealings with residents and other service users and recognise your primary role is one of strategic direction, and not day-to-day operational matters.
d) avoid becoming involved in individual staffing and customer matters. Unless you have specific and, where practicable, written delegated authority to do so, you must not individually give instruction or direction to any member of staff or contractor.
e) where it is necessary to raise issues of staff, Board, Committee or contractor performance, raise these constructively and through the appropriate channels.
f) avoid inappropriate personal familiarity with members of staff.
g) not ask or encourage the commitment of wrongdoing, including any breach of this Code.

6. Taking responsibility for the impact of your actions

6.1 Your conduct must not endanger the health, safety or security of yourself or others.

6.2 If you have any concerns about the health, safety, security or wellbeing of yourself, another individual or a group of individuals connected with the organisation, you must report this immediately through the appropriate route. This may include the Board or Committee Chair, Chief Executive, Company Secretary/Governance Team, or whistleblowing arrangements where appropriate.

6.3 Members should also consider the impact of decisions on resident safety, environmental responsibilities and the long-term sustainability of Berneslai Homes.

Reporting concerns

6.4 You must report any reasonable and honest suspicions you may have about possible wrongdoing.

6.5 You must report any behaviour by another Member that you reasonably believe may breach this Code of Conduct. Concerns about Member conduct will be dealt with under the Board and Committee Member Complaints and Conduct Procedure 2026 to 2028.

6.6 Concerns should be raised through the appropriate route and escalated where there is a risk to residents, the organisation or public trust.

Accountability

6.7 Members are part of a team and should act as such. You are accountable for your actions to each other, to Berneslai Homes and to its stakeholders.

6.8 In particular, you:

a) have a duty to comply with the law on all occasions in order to preserve public confidence in Berneslai Homes.
b) must support publicly the collective decisions made by the Board / Committee.
c) are accountable for your decisions and actions to the public, funders and service users.
d) should be open and transparent about decisions, and support scrutiny that helps build trust and confidence with residents and communities.
e) must submit yourself to the level of scrutiny appropriate to your role.
f) must ensure resources are not used for political purposes.
g) must have proper regard to any relevant advice provided to you by the Chief Executive, Executive Director of Resources (Company Secretary) and professional advisers to Berneslai Homes.
h) must exercise independent judgement in making decisions.
i) should have a high level of attendance at Board / Committee meetings so they can perform the function properly and effectively.

Openness

6.9 You must be open about your decisions and actions, giving reasons for them where appropriate and supporting transparency, scrutiny and accountability in how Board and Committee business is conducted.

7. Acting with diligence and care

Performance

7.1 The Board has ultimate responsibility for the governance of Berneslai Homes and should have a diverse range of skills, competencies, experience and knowledge. It is important that the Board rigorously appraises its performance and that of individual members on a regular basis. Where performance falls

below expectations and the required competency for a Member, the Board will actively deal with this.

7.2 The appraisal process may highlight areas of poor performance, whether through matters of competency, behavioural issues, poor attendance or lack of preparation for meetings. There may also be specific instances of inappropriate behaviour or conduct which need to be dealt with during the year.

7.3 You should ensure you:

a) exercise reasonable care and skill in carrying out your functions. A higher standard of care will be expected of those who have particular skills or qualifications, such as an accountant or a solicitor.
b) in partnership with the company, take responsibility for your own learning and development, regularly updating and refreshing your skills and knowledge.
c) take part in relevant learning, training and continuous professional development so you can fulfil your role effectively.
d) prepare for Board and Committee meetings by reading all the papers.

Attending meetings

7.4 A Board Member who fails to attend 3 meetings of the Board in any period of 12 months, without the permission of the Board Chair, may, if the Board so resolve, have their fee reduced by such amount as the Board in its absolute discretion determines.

7.5 A Committee Member may be removed as a Committee Member if, without the permission of the Committee:
a) they miss three consecutive meetings of the Committee; or
b) they are absent from at least 25% of the meetings of the Committee in any period of 12 months
The removal will take effect only if approved by a Board resolution.

7.6 The Companies Act 2006 excludes the following from being directors:
a) undischarged bankrupts
b) people under the age of sixteen
c) people disqualified under the Company Director's Disqualification Act 1986

7.7 Further restrictions may be imposed by Berneslai Homes' Memorandum and Articles of Association.

8. Conflicts of Interest

8.1 The obligations of Members to Berneslai Homes must not clash with obligations they owe to others.

8.2 Members must declare any actual, potential or perceived conflict of interest as soon as they become aware of it.

Statutory Requirements

8.3 The Companies Act 2006 contains three basic requirements concerning conflicts - Members are expected to follow these principles openly and honestly, and to act in the best interests of Berneslai Homes:

a) a general duty to avoid a conflict of interest
b) a duty not to accept benefits from third parties
c) a duty to declare an interest the director may have in a proposed transaction or arrangement with the company.

Membership of Other Bodies

8.4 A Member may be a member of a Tenants and Residents Association.

8.5 However, to avoid any actual, potential or perceived conflict of interest, a Member must **not** hold a role on the Tenant Voice Panel, or any executive, management, scrutiny or similar tenant body.

8.6 Members should therefore:

a) be aware of their duty to declare any interest relating to their role and take steps to resolve any conflicts that may arise.
b) declare relevant interests at the start of Board and Committee meetings, or as soon as they become aware of the interest during a meeting.
c) resolve any conflicts in favour of their role as a Member and not in accordance with their private interests.
d) make relevant declarations of interest in relation to their role at Berneslai Homes and in relation to any role they may perform externally.
e) seek advice from the Chair, Company Secretary or Governance Team if they are unsure whether something should be declared.

Contractors

8.7 Members must disclose all relationships of a business or private nature with external contractors or potential contractors. Contracts and procurement decisions must be awarded on merit, through fair competition, and no special favour shown to businesses run by, for example, friends, partners or relatives in the tendering process.

8.8 Members who engage or supervise contractors or have any other official relationship with contractors and have previously had or currently have a relationship in a private or domestic capacity with contractors, should declare that relationship.

8.9 This information should be given using a copy of the form Register of Board Member' Interests and also declared at the beginning of relevant meetings.

8.10 If the interest only becomes clear during the meeting, it must be declared immediately at that point.

The procedure

8.11 Any Member having an actual, potential or perceived interest (which includes interests of family members where the Member knows about the interest or could reasonably be expected to know about it) in any arrangement between Berneslai Homes and another person or organisation must declare that interest to the Board or Committee before the matter is discussed by the Board or Committee. Unless the interest is of the type specified in paragraph 8.13 the Member concerned must not remain present during the discussion of that item unless requested to do so by the remaining members of the Board or Committee. Unless permitted by paragraph 8.13 the Member concerned must not vote on the matter in question, but no decision of the Board or Committee will be invalidated by the subsequent discovery of an interest which should have been declared.

8.12 The Board or Committee should record the declaration and any decision about whether the Member may remain, take part in discussion or vote.

8.13 Provided the interest has been properly declared under paragraph 8.11 a Member may remain present during the discussion and may vote on the matter where the interest arises because:

a) the Member is a Tenant Representative and the matter affects all tenants, or a substantial group of tenants, in the same way; or
b) the Member is a director or other officer of a company or body which is a parent, subsidiary or associate of Berneslai Homes; or
c) the Member is an official or elected member of any statutory body.

8.14 A Member will not be treated as having an interest if they did not know about it and could not reasonably have been expected to know about it.

9. Concerns about Member conduct

9.1 Complaints or allegations about a Member's conduct will be handled under the Board and Committee Member Complaints and Conduct Procedure 2026 to 2028.

10. Acceptance of Code

10.1 All Members must accept and sign a copy of this Code to show they have understood the responsibilities they are undertaking.

Signed:

Date:

Appendix D

Board and Committee Complaints and Conduct Procedure
2026 to 2028

Document Control

Title	*Board and Committee Member Complaints and Conduct Procedure*
Responsible Officer	*Head of Strategy, Governance and IT*
Author	*Risk and Governance Manager*
Subject	*Board and Committee Member complaints, conduct and disciplinary arrangements*
Information Asset Owner	*Head of Strategy, Governance and IT*
Approved by	*Board*
Approved date	TBC
Review date	*Two-yearly*
Review responsibility	*Risk and Governance Manager*
Applicable to	*Board, Committee, Independent and Co-optee Members*
DPIA Completion Date	n/a
EIA Completion Date	n/a
Regulatory Framework	*NHF Code of Conduct 2026 and Competence and Conduct Standard*

Revision History

Date	Version	Author	Comments
September 2026	1.0	Risk and Governance Manager	Removed complaints and conduct details from the Board Code of Conduct and created a new procedure that is separate. To be approved by Board

Consultation and distribution

Type	Details
Consultation	*Head of Strategy, Governance and IT, EMT and Board*
Distribution	*Board and Committee Members, EMT and the Governance Team*

1. Purpose and scope

1.1 This procedure sets out how Berneslai Homes will receive, assess and investigate complaints or allegations about the conduct of Board and Committee Members.

1.2 This procedure applies to Board Members, Committee Members, independent members and co-optees. It provides a fair, proportionate and consistent process for handling complaints or allegations about conduct, while keeping the Code of Conduct focused on the behaviour expected of Members.

1.3 Legitimate disagreement and respectful challenge are not misconduct. Action may be considered where behaviour may breach the Code of Conduct or otherwise undermine effective governance.

2. Raising and receiving a complaint

2.1 A complaint or allegation about a Member should be sent to the Chair of the Board. A complaint about the Chair should be sent to the Chief Executive.

2.2 The complainant should provide a written account of the concern, including the conduct complained of, relevant dates, supporting information and the outcome sought. The Governance Team may assist where a person needs help to put their complaint in writing.

2.3 The complaint will be acknowledged and passed to the Chief Executive for initial assessment. The Member complained about will be told the substance of the allegation and given a reasonable opportunity to respond.

2.4 Anyone involved in handling the complaint must declare any conflict of interest. Where the Chair, Chief Executive or another proposed decision-maker is conflicted, a suitable independent person will be appointed.

2.5 Alleged breaches should be raised and dealt with promptly. Meetings and decisions should not be unreasonably delayed. Allegations should be handled consistently, including whether they are managed through the informal or formal process, and actioned in line with the relevant procedure set out below.

3. Initial Assessment

3.1 The Chief Executive, in consultation with the Chair and appropriate governance or People Advisor, will assess whether the matter falls within this procedure and whether it should be handled informally or formally.

3.2 The initial assessment will consider the seriousness of the allegation, the available information, whether the alleged conduct falls within the Code of Conduct, whether another process is more appropriate, and whether any immediate steps are needed to protect people, information or the integrity of the process.

3.3 The outcome of the initial assessment will be recorded. The complaint may be referred for informal resolution, formal investigation, another relevant process, or closed where it is outside scope or there is insufficient basis to proceed. The complainant and Member will be informed of the decision and the reasons.

4. Informal Stage

4.1 Minor concerns may be handled informally by the Chair. If the concern is about the Chair, the Senior Independent Director, supported by the Chair of the Audit and Risk Committee, will lead this stage.

4.2 The person leading the informal stage will discuss the concern with the Member and may agree proportionate action such as clarification of expectations, an apology, mediation, coaching, training, additional support or a time-limited improvement plan.

4.3 The outcome and any agreed actions will be confirmed in writing and recorded by the Company Secretary. The matter may move to the formal stage if it is serious, cannot be resolved informally, agreed action is not completed, or further related concerns arise.

5. Formal Investigation and Hearing

5.1 The Chief Executive will appoint an independent investigator. The investigator will gather relevant information, give the complainant and the Member a fair opportunity to provide evidence, and produce a written findings report.

5.2 The Chief Executive will appoint a panel of three Board Members who have had no prior involvement in the matter. The Panel will consider the investigation report, hear the allegation and allow the Member to respond.

5.3 No adverse finding will be made before the Member has had an opportunity to respond. Any temporary restriction or suspension pending the hearing must be necessary, proportionate and recorded with reasons; it is not a disciplinary finding.

5.4 Before the hearing, the Member will be given at least ten working days' written notice, unless a shorter period is agreed, together with the allegation, the investigation findings, their right to be heard and their right to be accompanied or represented.

5.5 At the hearing, the investigator will present the findings. The complainant, the Member and any relevant witnesses may be heard. The Panel and the Member may ask relevant questions, and the Member may make a final submission before the Panel reaches its decision.

5.6 The Panel will decide, on the balance of probabilities and by simple majority, whether the complaint is substantiated. The Panel Chair will have a casting vote if required.

5.7 The Panel will decide by a simple majority whether or not the allegation or complaint has been substantiated. In the event of a tie, the Chair of the Panel will have a casting vote.

5.8 The Panel's decision, reasons, any sanction and the right of appeal will be given in writing to the Member and complainant as soon as reasonably practicable and normally within three working days of the decision.

6. Outcomes and Sanctions

6.1 Where a complaint is substantiated, the Panel may impose one or more proportionate sanctions, taking account of the seriousness of the conduct, any relevant previous findings, the Member's response and any mitigating or aggravating factors.

6.2 Available outcomes include no further action, advice or clarification, an apology, mediation, training, coaching, additional support, an improvement plan, a written warning, removal or suspension from a Committee or specific responsibility, suspension of remuneration where permitted, suspension from Board or Committee duties, or a recommendation to the Board for removal from office.

6.3 The decision will state how long any warning or other time-limited sanction remains in effect and how compliance will be monitored.

6.4 If the sanction is a recommendation for removal, the matter will be referred to the Board for consideration in accordance with the Company's Memorandum and Articles of Association as amended from time to time.

7. Removal from Office

7.1 A Panel may recommend removal but cannot itself remove a Board Member from office. Any removal must be considered and decided by the Board in accordance with the Memorandum and Articles of Association and any other applicable appointment arrangements.

7.2 The Member will be given written notice that removal is to be considered, the reasons for the proposal and a reasonable opportunity to make representations before the Board decides the matter.

7.3 The Board's decision must meet the voting and procedural requirements in the Articles. If removal is approved, any associated service agreement, Committee appointment or responsibility will be dealt with in accordance with its terms.

8. Appeals

8.1 A Member may appeal a formal finding or sanction by writing to the Chief Executive within ten working days of the decision. The appeal must state the grounds, which may include a material procedural error, significant new evidence, an unreasonable finding or a disproportionate sanction.

8.2 The appeal will be considered by the Board, excluding the original hearing Panel, the appellant, the complainant and anyone else with a conflict of interest. The appeal body may uphold the decision, overturn it, substitute a different sanction or remit the matter for reconsideration.

8.3 The appeal decision and reasons will be confirmed in writing. The decision is final under this procedure.

9. Timescales, Confidentiality and Records

9.1 Complaints will be progressed without unreasonable delay. Where a timescale cannot be met, the complainant and Member will be told why and given a revised timescale.

9.2 Information will be shared only with those who need it to consider the complaint fairly or meet legal and governance requirements. Records will be kept securely and

managed in line with Berneslai Homes' data protection, confidentiality and records-management requirements.

9.3 The Company Secretary will maintain an appropriate record of complaints, decisions, actions and sanctions and will arrange any reporting required to the Board, the Council as sole member of the Company, or another body.

Creating great homes and communities with the people of Barnsley

Report Title	Governance Update Addendum – Reappointment of the Chair	**Confidential**	No
Report Author	Executive Director of Resources	**Report Status**	For Approval
Report To	Board 24th November 2026	**Officer Contact Details**	racheltaylor@berneslaihomes.co.uk

1. Executive Summary	This report seeks approval to put in place the arrangements required to complete the three-year review of the Chair in accordance with the Articles of Association. <u>Customer Impact</u> The Chair has a pivotal role in ensuring the governance framework and decision-making at Board delivers a positive impact for customers.
2. Recommendation	Board is recommended to **agree:** 1. An Independent Panel is established to complete the three year review, made up of three Board Directors, BMBC Service Director (Paul Clifford) and Berneslai Homes Chief Executive; 2. The three Board Members to serve on the above Independent Panel; 3. The timeframe for conducting the review set out in section 4.4; 4. A one item, virtual Board meeting be arranged to consider the reappointment prior to 6th December 2026.

3. Background

3.1 The Chair was appointed by the Board on 7th December 2023 for a period of six years, subject to review after three years.

The three-year review is now due. This report has been issued as an addendum, as the need for a review at this time was not included in the original report.

4. Current Position / Issues for Consideration

4.1 The Articles of Association specify the following requirements for the appointment of the Chair:

> ***APPOINTMENT OF CHAIR***
> *17 (1) Subject to Articles 13 and 18 there shall be an independent Chair of the Board appointed by a competitive recruitment process and selected by an independent panel.*
>
> *(2) The Chair shall serve for a period of six years from appointment, subject to review after three years. Continuation of service for the remainder of the six year term will be subject to the overall progress of the Organisation, reviewed by an independent panel, as set out in Article 17.1.*

4.2 To complete the review it is proposed that an Independent Panel is convened comprising three Board Directors, a BMBC Service Director (Paul Clifford) and the Chief Executive Officer.

4.3 The Panel will consider a report highlighting the overall progress of Berneslai Homes since the Chair's appointment together with evidence from the Chair's appraisals demonstrating how the role has been fulfilled. The Panel may also decide whether it wishes to meet with the Chair.

4.4 To meet the constitutional requirement that the review is completed before 6th December 2026, papers will be circulated on 25th November 2026 and the Independent Panel will meet virtually on 2nd December 2026.

4.5 The Panel will appoint one of the Board Directors as Chair of the Independent Panel and the minutes of the meeting will be recorded.

4.6 The Panel will agree recommendations to the Board regarding reappointment for the remainder of the current six-year term.

4.7 The Board will meet virtually, prior to 6th December 2026 to consider the recommendations of the Panel and decide upon the reappointment. The outcome will be notified to the Chair immediately after the meeting.

5. Customer Voice/Impact

5.1 The Chair has a pivotal role in ensuring the governance framework and decision-making at Board delivers a positive impact for customers.

6. Risk and Risk Appetite

6.1 Failure to undertake the review would result in non-compliance with the Articles of Association.

7. Strategic Alignment

7.1 The proposal supports effective governance and leadership arrangements.

8. Data Privacy

8.1 No data privacy issues arising directly from this report.

9. Consumer Regulatory Standards

9.1 Robust governance arrangements support compliance with consumer regulation.

10. Other Statutory/Regulatory Compliance

10.1 The report ensures compliance with the Articles of Association.

11. Financial

11.1 There are no direct financial implications of performing the three year review.

12. Human Resources and Equality, Diversity and Inclusion

12.1 There are no Human Resources implications, diversity was considered as part of the Chair's appointment in 2023..

13. Sustainability Implications

13.1 There are no direct sustainability implications.

14. Associated Background Papers

14.1 N/A.

15. Appendices

15.1 None

16. Glossary

16.1 BMBC – Barnsley Metropolitan Borough Council

Chief Executives Report

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Sector News

a) MHCLG issued new direction to RSH on Social Housing Tenure Standard providing the statutory framework for the Regulator to develop its revised Tenancy Standard. It supports the implementation of the Renters' Rights Act reforms in social housing, reflecting the changes to the assured tenancy framework that will apply to private registered providers from October 2027

a) Funding is now being released to local authorities including Barnsley from the combined authority to support an increase in council house building.

a) The RSH has published its 2026 Sector Risk Profile. This will be reflected in a future quarterly risk management review

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Local News

a) Annual Engagement Meeting with The Regulator of Social Housing taking place on the 17th November (Feedback will be given at the Board Meeting)

b) Wave 2 of our annual Tenant Satisfaction Surveys runs from 23rd November to 11th December

c) Colleagues presented an overview of Berneslai Homes operation to North Area Council Meeting on 9th November and will be attending other area council meetings in the future

a) BMBC Chief Executive is actively participating in conversations with civil servants on the "Rewiring the State – Housing Working Group" with support from BH colleagues

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Key Operational Updates

a) Continued strong performance in relation to building safety, complaints and managing rent arrears

b) Positive Progress in dealing with Damp, Mould and Condensation with compliance now achieved although the winter months will represent a significant challenge. Preparation of phase 2 and 3 of Awaabs Law is progressing well (even though implementation date slightly delayed)

c) Empty Homes recovery plan seeing consistent and sustained improvement through September and October. Some small increases in November but overall trajectory is still downward

d) Significant improvements in approach to performance and financial management

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Green Project Update

a) Collective agreement to accept Green Book terms and conditions was reached in October with all three trade unions signing the agreement

b) New terms and conditions went live on the payroll system from 1 November with new contracts being issued to 183 colleagues in advance

c) Extensive communications have been issued to Craft colleagues to explain the changes and what they can expect to see on payslips. To date there have been very few queries from colleagues

d) Remaining key actions include a full review of standby and hand tool provision, and the introduction of a mentoring framework

e) Monthly Craft Pay Review meetings are scheduled with stakeholders to monitor and progress the remaining key actions

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Stores Outsourcing Project

a) The new managed stores service successfully went live on Monday 16 November.
b) The JPS contract has been formally signed, completing the procurement and contracting phase.
c) Four members of staff transferred to JPS under TUPE, with one member of staff retiring as part of the transition.
d) There have been some initial teething issues, as would be expected with a significant operational change. These are being actively managed.
e) Weekly catchups with JPS are in place to review performance, address emerging issues and ensure the service continues to bed in effectively.
f) The project group will continue to meet throughout the bedding-in period.
g) Attention is now moving from mobilisation to contract management and benefits realisation, with delivery against the benefits identified in the business case to be monitored and reported.
h) A lessons learned review will be undertaken following the initial mobilisation period, with learning informing both ongoing contract management and future transformation projects.

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Staffing / Organisational Changes

a) Consolidation and embedding of new EMT and SLT colleagues into Company Leadership Team (CLT)

b) Creation of a 3 Tier reporting structure for performance, business actions and risk:
    i. Corporate level reporting to the Board and Council including TSM's, building safety and key performance elements
    ii. Company level reporting is whole organisation matters overseen by EMT
    iii. Directorate Level reporting is high level operational delivery overseen by executive directors

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Staffing / Organisational Changes

c) Consideration of additional resources required to deliver service improvements and future financial efficiencies in the areas of:
    i. Management and intellectual capacity
    ii. ICT
    iii. Data
    iv. Change and project management
    v. Financial/governance oversight, support and control

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Areas of focus

a) Work with Board, EMT and SMT to develop “the Berneslai Homes Way” to form our culture development programme
b) Management Fee and Budget Development including use of reserves to deliver investment to yield service improvement and future financial efficiencies
c) Consider the most appropriate and efficient way to deliver repairs services to customers for the short to medium term and longer term
d) Define our approach to data management including the development of a revised Data Strategy
e) Undertaking a review of requirements of housing and business systems to develop a future vision and roadmap
f) Improving financial management and financial performance
g) Review of Governance through Board Task and Finish Group

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Focus of Todays Meeting

a) Governance

b) Performance
   i. Key Performance Indicators
   ii. Annual Business Actions
   iii. Risk
   iv. Financial Performance

c) People
   i. People Strategy
   ii. Safeguarding

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Creating great homes and communities with the people of Barnsley

Report Title	Berneslai Homes Strategic Plan and Annual Business Action Plan for 27/28 and Update on Actions from the 26/27 Plan Quarter 2.	**Confidential**	No
Report Author	Head of Strategy Governance and IT	**Report Status**	For Approval
Report To	Board 24/11/2026	**Officer Contact Details**	Sam Roebuck samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	1.1 The Strategic Plan and Annual Business Action Plan have undergone their annual review in accordance with the Services Agreement between BMBC and Berneslai Homes. The Board first approved the current Strategic Plan, covering 2021 to 2031, in December 2021. 1.2 Following last year's extensive review, the Strategic Plan has undergone a light-touch review to reflect the priorities for the coming years discussed at the Board Away Day on 12 October 2026. 1.3 The draft updated Strategic Plan is attached at **Appendix 1**. 1.4 The DRAFT Annual Business Action Plan details the key actions and areas of focus for the coming year. 1.5 A copy of the 2027/28 DRAFT Annual Business Action Plan is attached at **Appendix 2**. 1.6 As part of the governance arrangements, EMT will monitor progress against the Plan monthly, while BMBC and the Board will monitor it quarterly. 1.7 A quarter 2 update on the 26/27 Action Plan is included in this report (**Appendix 3**).

2. Recommendation/s	The Board is asked to: a) Approve the light-touch review of the 10-year Strategic Plan. b) Approve the draft Annual Business Action Plan for 1st April 2027 to 31st March 2028, and delegate minor amendments to the Strategic Plan and Annual Business Action Plan to the Chief Executive during the BMBC approval process. c) approve EMT develop proposals to utilise contingencies on an 'invest to save' basis for the additional resources required to deliver the 2027/28 as part of the 2027/28 budget-setting process. d) Note the quarterly progress update on the Annual Business Action Plan.

3. Background

3.1 The Board approved the Strategic Plan 2021–2031 in December 2021, followed by Council approval in February 2022. Under the Services Agreement, the plan is reviewed annually, and a new Annual Business Action Plan is agreed with the Council.

3.2 The progress against the Strategic Plan is monitored by BMBC as part of the governance arrangements.

3.3 A full five-year review took place for the 2025/26 review of the Plan. Activities and actions align with the Strategic Plan, vision and values.

4. Current Position /Issues for Consideration

4.1 **Strategic Plan and Annual Business Action Plan 27/28**

4.1.1 The current Strategic Plan has undergone a light-touch annual review and is attached at Appendix 1.

A new strategic priority, "Getting the basics right", has been added following discussions at the Board Away Day. This strengthens the organisation's focus on getting things right and provides a clear direction for work to develop an organisational culture that supports consistent delivery of the basics.

4.1.2 Delivery of the Strategic Plan will focus on strengthening culture and leadership, employee and customer engagement, and core performance; making effective use of data, technology and resources; managing change; sustaining long-term Housing Revenue Account financial viability; and strengthening the partnership with Barnsley Council.
These areas underpin all our strategic priorities. The Annual Business Action Plan will set out the actions, milestones, accountable leads and measures, and provide the basis for reviewing delivery.

4.1.3 Following extensive stakeholder feedback in 2025, this year's review has been light-touch, focusing on strengthening the Plan's wording.

4.2 Annual Business Action Plan 2027/28

4.2.1 The full Annual Business Action Plan (linked at Appendix 2) provides the Board with all actions and supporting details, covering both Corporate and Company Areas of Focus. These full details are not included in the public version, which focuses only on corporate actions.

4.2.2 The format of the ABA Plan has been developed to capture outcomes and quantify resources required. At the time of writing work is ongoing to finalise the resources required.

4.2.3 Both documents have been shared with BMBC. Any comments and amendments to the Plan will be agreed by both parties as it goes through the BMBC approval process.

4.2.4 The Annual Business Action Plan's actions reflect priorities identified by the Board, staff, customers and BMBC, supporting continued delivery of our priorities.

4.3 Progress on the Annual Business Action Plan 2026/27

4.3.1 Appendix 3 sets out progress against the 26/27 Annual Business Action Plan. As previously reported to the Board, some actions are longer-term and have been carried forward into 2027/28.

4.4 Key highlights

Title	Update
Asset Management Strategy	all milestones are marked complete in Q2, including Board approval and launch.
Tenant engagement and communications	the Hearing Tenants Impact Summary went to Board and was published; the Berneslai Beacon was published in October; transactional surveys were expanded to 17, with that action closed.
Data and reporting	Data Analysts have been appointed, with January starts planned, and the Power BI project is reported as on target.
Governance	arrangements have been consolidated into a monthly Strategic Delivery Assurance Group, with a review of performance, financial and risk information underway.

4.5 Where progress has not gone as expected

Title	Update
CRM development – with BMBC Dynamcis	further work is deferred until chatbot and eForms phase 1 is complete, because of reduced BMBC resources and potential costs. Progress is being made but has slowed due to limited resources.
Data Lake	the project is on hold because BH was not selected as a case study.
Neighbourhood Plans	the launch was put on hold for further engagement. A November meeting is planned to reconsider their focus.
Void levels	the update reports 251 voids, against the stated maximum of 151. Numbers have reduced from over 280 but remain above target; benchmarking and revised procedures are underway.
Awaab's Law phase 2	go-live has moved from October to the end of November, in line with regulatory guidance.

5. Customer Voice/Impact

5.1 The Strategic Plan was developed during 2021 following extensive conversations with tenants and all stakeholders. The review for 26/27 included extensive consultation including a Customer Panel attended by tenants and leaseholders and a survey was also issued to all involved tenants/leaseholders. All this feedback was collated and has been utilised to develop the Plan to 2031.

5.2 Tenant consultation feedback from these sessions is published on our website.

5.3 The new Annual Business Action Plan for 27/28 has captured the priorities from these sessions and from the Board Strategic Planning Day. The Plan is continuing and building on the work started in 26/27.

6. Risk and Risk Appetite

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

6.1 Financial

The issue of efficiency and effectiveness and our ability to meet regulatory requirements. Risk Appetite – Balanced

6.2. 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.

6.3 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.

6.4 Reputational

Berneslai Homes has a key role to play in improving lives across the borough and delivering excellent services.

7. Strategic Alignment

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

8. Data Privacy

This does not involve the processing of personal data.

9. Consumer Regulatory Standards

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

a) Neighbourhood and Community Standard
b) Safety and Quality Standard
c) Tenancy Standard
d) Transparency, Influence and Accountability standard (including Tenant satisfaction measures)

10. 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.

11. Financial

At the Board Away Day on 12 October 2026, Board recognised existing resources are insufficient to deliver the priorities discussed and included within the 2027/28 Annual Business Action Plan. It is proposed that contingencies are utilised to provide the capacity and support required to deliver the Plan. The Board is asked to approve EMT develop proposals to utilise contingencies on an 'invest to save' basis for these additional resources as part of the 2027/28 budget-setting process. The proposal will need to set out the resources required, the associated costs and the priorities they will support, enabling the Board to consider affordability and the implications for delivery. Implementation of the affected priorities will depend on approval of this funding.

12. Human Resources and Equality. Diversity and Inclusion

Resources will be reviewed and realigned across the organisation to support delivery of the new Plan and meet its future requirements. Equality, diversity and inclusion remain central to the Plan, underpinned by our Equality, Diversity and Inclusion strategy.

13. Sustainability Implications

The Strategic Plan and ABA has considered sustainability.

14. Associated Background Papers

Strategic Plan – Approved December 2021

15. Appendices

Appendix 1 - Draft Strategic Plan
Appendix 2 - Draft Annual Business Action Plan
Appendix 3 – Annual Business Action Plan 26/27 update



Strategic Plan
2021-31

Roots in the past, eyes on the future

Effective from April 2027

berneslai homes

Contents

Welcome to our Strategic Plan 2021-31	3
About us	4
Our purpose, vision, and tenant promise	5
The external environment	6
Barnsley - the place of possibilities	7
Our values	8
Getting the basics right	9
Our priorities to 2031	10-14
How we'll measure success	15
Success measures	16



Welcome to our Strategic Plan 2021-31

Welcome to our Strategic Plan, which sets out how we'll deliver high-quality housing, repairs, and maintenance services to meet the needs of council tenants and leaseholders in Barnsley. This plan has been shaped by the voices of tenants, whose ideas and feedback through consultations and surveys have guided its priorities and direction.

During 2025-26, we worked with key partners, including Barnsley Council, tenants, and leaseholders, to reset our priorities for the next few years. Our commitment continues: we'll work with as many tenants as possible to improve services, make the best use of available resources, and provide efficient and effective services.

This plan covers the four-year period from 2027-28 to 2030-31. We retain our focus on keeping tenants safe and strengthening our work around building and fire safety; this remains our first priority.

We know that a warm, safe, and secure home supports tenants' physical and mental health and wellbeing. Good-quality, energy-efficient, and safe housing helps people stay healthy and provides a stable foundation for a decent quality of life. We'll continue to collaborate with partners to maximise funding to meet the requirement to have warm homes Energy Performance Certificate (EPC) C by 2030.

As the new regulatory regime continues to expand, with phase 2 of Awaab's Law effective from November 2026 and the new Competence and Conduct Standard for housing professionals from October 2026, our approach is to be proactive.

We'll meet these requirements and embrace the positive changes they will bring for tenants. The Regulator of Social Housing's C1 consumer standard judgement recognised that we need to continue working with tenants and leaseholders to improve outcomes and services.

How we'll deliver this plan

Delivery of this Strategic Plan will be supported by several key areas of focus. These will strengthen our culture and leadership, improve employee and customer engagement, reinforce core performance, and enable us to use data, technology, and resources effectively. They will also support well-managed change, long-term Housing Revenue Account financial viability, and a stronger partnership with Barnsley Council.

These areas of focus are reflected across our four strategic priorities. The detailed actions, milestones, accountable leads, and measures will be set out and reviewed through our annual business action plan.

We look forward to the challenges and opportunities this Plan brings as we continue to provide the best services we can to council tenants and leaseholders in Barnsley



Steve Feast
Chief Executive

berneslai homes



Ken Taylor
Chair of the Board

About us

Berneslai Homes is a Local Authority Housing Company, 100% owned by Barnsley Council, delegated to provide services to council housing across the borough.

Berneslai Homes is a company limited by guarantee and is overseen by a Board of Directors who attend Board and Committee meetings regularly throughout the year.

The implementation of policies and the day-to-day running of the organisation is delegated to the Chief Executive and the Executive Management Team. Our overall performance is reported to the council on a quarterly basis.

We employ over 500 staff, of which around 3% are apprentices. Many of our apprentices go on to secure permanent employment with us or our partners.



Robust governance

We have strong and robust governance, audited on a yearly basis. We ensure clear accountability, meet all regulatory requirements, and align our strategy with the council's priorities. We support effective risk management, tenant engagement, and spend and invest wisely to achieve value for money.



Equality, diversity, and inclusion

Berneslai Homes is committed to equality, diversity, and inclusion by embedding fairness, dignity, and respect across all services and operations. We aim to remove barriers, tailor support to individual needs, and foster inclusive communities where everyone can thrive.



Co-regulatory tenant involvement

Our Board and Committee work alongside tenants through a strong co-regulatory tenant engagement model, providing multiple ways for tenants to participate in decision-making. This ensures customers are fully involved in developing, shaping, and scrutinising services. Following our new Customer Insight and Engagement Strategy and RSH feedback, we've broadened our approach to hear from more and different tenant voices, improved feedback mechanisms, including transactional surveys, and targeted work with the Gypsy and Traveller community and young care leavers. Complaints remain a key source of insight for service improvement. We're working with Tpas and tenants to strengthen our Engagement Framework and will provide updates to the RSH.



Making our communities stronger

Tenants are at the heart of all we do. We'll foster vibrant and cohesive communities by investing in safe, inclusive neighbourhoods where people feel connected, supported, and proud to live. Through strong partnerships and resident engagement, we'll promote social inclusion, wellbeing, and opportunities for all.

Our purpose

We provide safe, affordable, and sustainable homes and services that enable people and communities in Barnsley to thrive.

Our vision

Creating great homes and communities with the people of Barnsley. We'll be trusted by customers, valued by partners, and recognised as a well-run, high-performing housing organisation.

Our tenant promise

We'll listen, involve, communicate, and act. Tenants and leaseholders will have meaningful opportunities to influence decisions about their homes and services, understand what to expect from us, and see how their feedback has made a difference.

How we'll work

With tenants
We'll co-design services, use complaints and insight to improve, and communicate openly about service standards and performance.

A positive and accountable culture
We'll take a positive and practical approach, work as one team, remain curious, adapt when needed, and make meaningful improvements for tenants.

Evidence-led and digitally enabled
We'll use reliable data, insight, and technology to improve services, strengthen assurance, and make better use of resources.

Strong stewardship
We'll maintain effective governance, regulatory compliance, and value for money, while protecting the long-term viability of the Housing Revenue Account.

Partnership and place
We'll work with Barnsley Council, tenants, and local partners to support safe, sustainable neighbourhoods and the Barnsley 2030 vision.

The external environment

Looking forward, there are several challenges we face, but Berneslai Homes is committed to adapting to meet the challenges.

We face tough financial constraints and at the same time we must also respond to increasing regulation. We continue to see significant changes in social housing regulation and policy. Berneslai Homes will navigate these financial constraints and regulatory pressures by driving efficiencies, strengthening compliance, and prioritising high-impact actions to maintain service quality.

The Social Housing Regulation Act came into force from April 2024, providing increased transparency and a stronger voice for customers, and greater accountability for landlords for the quality of the services we deliver. The introduction of Awaab's Law will strengthen our approach to timely resolution of damp and mould issues along with other health and safety hazards. The new Law quite rightly embeds a culture of respect and accountability.

We'll invest in our systems, training, and customer engagement to ensure every home is safe and compliant with the new legal standards. We're fully committed to meeting these requirements and ensuring our services reflect the standards and expectations set out in the legislation.



Berneslai Homes recognises the evolving landscape and is committed to meeting and, where possible, exceeding sector standards. We'll work nationally, regionally, and locally to maximise income for Barnsley.



The Building Safety Act is an important part of our future and is designed to ensure that housing providers help people feel safe in their homes. A key area for us is making sure that we're serving our customers and are compliant with all the elements of the Act.



We're taking steps to cut carbon emissions and aim to be carbon neutral by 2045. Our strategy includes enhancing the energy efficiency of council housing stock to meet EPC C standards by 2030 and reducing our environmental footprint.

By improving the basics of homes first (like insulation and windows), we can make properties more energy efficient and environmentally friendly, which will support residents in maintaining warm homes, lower energy costs, and alleviate fuel poverty.

Additionally, we remain committed to minimising our carbon footprint through optimising our vehicle fleet, refining operational activities, and implementing innovative renewable technologies.

Barnsley - the place of possibilities

We embrace our role as an anchor organisation in Barnsley. We'll work closely with Barnsley Council to ensure we align our services and Strategic Plan with the challenges and opportunities set out in its Corporate Plan and the Barnsley 2030 vision:

Healthy Barnsley

Keeping ourselves and our families well is the key to living productive and happy lives.

Learning Barnsley

Developing skills, talent, and creativity within people of all ages will open up exciting prospects.

Growing Barnsley

Open for business, with our great location, excellent links to road networks, digital connectivity, and attractive local offer.

Sustainable Barnsley

We all have our part to play in protecting our borough for future generations.

Barnsley 2030

We'll continue to work in partnership to develop the vision onwards to 2040.

Our values

Everyone who works for Berneslai Homes will embrace these values and make them relevant to their role.



Our vision is clear:

Creating great homes and communities with the people of Barnsley.

Getting the basics right

We acknowledge the need to get the foundations of the business right so we can be a high performing, learning organisation that continues to transform, learn, and use innovation to improve services for tenants while operating as efficiently as possible. Because getting the basics right is so important, it's now one of our strategic priorities for the next four years. Our principles are:





Excellent customer services
This aligns with our value of putting customers first. We'll deliver a consistent, responsive, respectful, and solution focused service that meets the needs of customers. We'll actively listen, build trust, and put customer views at the heart of our decision making. We'll continue to improve services by learning from complaints, strengthening communication, and Tenant Satisfaction Measure performance.

Successful and well managed company
We'll continue to operate with a clear purpose, strong leadership, and a culture of responsibility and accountability. Through our ongoing culture work, we'll review working practices, streamline processes and decision making, and break down silo working so we can deliver core services more effectively. We'll also deliver value for money through effective governance, continuous improvement, long term sustainability, and support for the local economy.

Partnership working
We recognise the importance of partnership working across a wide range of areas. Collaboration is essential to achieving better outcomes for tenants and communities. We're proud to work with Barnsley Council, the Safer Barnsley Partnership, the Barnsley 2030 Board, local communities, and organisations across all sectors to support the council's vision of Barnsley as a place of possibilities.

Sustainable communities and neighbourhoods
Sustainable communities are places where residents thrive socially, economically, and environmentally, supported by quality, safe, and warm homes. To support this, we'll invest in green technology, empower residents, and work in partnership so tenants and leaseholders are actively involved in shaping the future.

To ensure we continue to deliver, we've set out our priorities over the next 4 years. These strategic priorities will make a real difference for tenants by ensuring safer, well managed homes, clearer communication, and improved opportunities that enhance wellbeing and quality of life.

Our priorities to 2031:

Listening and responding to our customers

We're a listening organisation: valuing and encouraging feedback from customers, working together to continuously improve services. Every member of staff will play a role in listening to tenants and addressing their concerns.

We will:

- Work together with tenants to co-design our services.
- Ensure all our service reviews and strategies have strong tenant input.
- Ensure customer feedback including complaints is used to continuously improve services.
- Offer a broad range of engagement and feedback opportunities, aiming to hear from 50% of tenants annually.
- Have a Customer Services Committee where the majority of members are tenants, ensuring that Board members have direct links to engaged tenants and their feedback, and hear the unfiltered tenant voice.
- Use digital tools to obtain instant feedback about the services we offer.





Keeping tenants safe and warm

Building safety

We will:

- Complete compartmentation (fire safety) works across our high rise buildings and Independent Living Schemes.
- Actively engage with tenants to improve the safety and quality of homes, increasing confidence and providing assurance that their homes are safe.
- Reduce fire incidents in and around the home through awareness raising, removal of risk areas, and improved systems/designs.
- Keep tenants informed throughout the repairs journey and learn from their feedback.
- Install smart monitoring devices in homes to help spot early signs of damp and mould, so we can prevent problems before they start.
- Provide electronic access to compliance certificates for all our tenants.
- Use smart technology to spot issues early and make improvements to homes before problems happen.
- Meet EPC C by 2030, keeping tenants warm.

Neighbourhood safety

We will:

- Work with partners to address the tensions that anti-social behaviour, crime, and nuisance can cause so that tenants can live in their homes without stress and fear.



Improving opportunities for employment and training

We will:

External focus

- Maximise social value through procurement, ensuring suppliers and contractors provide opportunities for local residents.
- Deliver to Barnsley Council's Employer Promise.
- Work with Barnsley Council to help tenants build confidence in accessing online services, developing skills, and finding work.
- Support Pathways to Work by helping residents into work by connecting them to training, apprenticeships, and local job opportunities. This boosts skills and confidence, benefiting families, communities, and the Barnsley economy.
- Develop partnerships with contractors and local organisations to create pathways to employment, apprenticeships, and skills development for tenants and the wider community.

Internal focus

- Being an employer of choice, continuing to ensure colleagues choose to work and stay because their voices shape our services and their contributions are valued.
- Invest in a management development programme to strengthen leadership capability.
- Promote staff welfare initiatives to reduce sickness absence and improve wellbeing.
- Enhance staff satisfaction through engagement, recognition, and career progression opportunities.
- Maintain high standards of competency and conduct through training and clear frameworks.
- Provide continuous learning and development opportunities for all colleagues.







Increasing efficiency and effectiveness

To improve the efficiency and effectiveness of the organisation, we'll focus on increasing productivity, streamlining, and reviewing internal processes, and harnessing predictive data and performance insights. This will enable us to deliver the right services at the right time for our tenants.

In partnership with Barnsley Council, we'll also work to influence the growth of council housing stock across the borough, ensuring that housing provision meets current and future needs.

We will:

- Continue to work to improve the quality of our data to improve insight.
- Use this insight to develop our future plans for investment and maintenance of homes.
- Work in partnership with Barnsley Council on the digital transformation journey.
- Work within our existing systems to improve processes for staff to automate wherever possible.





Getting the basics right

Getting the basics right is fundamental to delivering good services for tenants and leaseholders. It means providing safe, warm and well-managed homes, responding well when people contact us, using reliable information to make decisions, and making sure our services are accessible, consistent and easy to understand.

This is now one of our strategic priorities because strong foundations are essential to everything else we want to achieve. By focusing on the basics, we will build trust, improve the tenant experience, strengthen assurance, and create the conditions for longer-term transformation and innovation.

We will:

- Deliver consistent, responsive and respectful services that are easy for tenants and leaseholders to access and understand.
- Use complaints, feedback, performance information and tenant insight to identify where services need to improve.
- Strengthen core systems, processes and data so colleagues have the right information to make effective decisions.
- Regularly review and monitor core performance so we understand what is working well, identify where standards are not being met, and take timely action to improve.
- Improve communication with tenants so they know what to expect, how we are performing and how their feedback is being used.
- Maintain clear governance, assurance and accountability so we can evidence that we are meeting regulatory requirements and delivering our commitments.



How we will measure success

- Quarterly reviews by the Management Team and Board - considering key performance indicators and success measures.
- Our Strategic Plan will be reviewed on an annual basis by our Board and the Council.
- Performance is reported to Barnsley Council and to our customers through our website. The information is presented in a way that is easy to read and gives tenants a quick overview at a glance. We also hold meetings twice a year with involved tenants to discuss our performance and the measures we use. In addition, performance is shared through the annual report and discussed with our Tenant Voice Panel.

Our Tenant Satisfaction Measures (TSMs) will be reported to the Regulator by the end of June each year.

As a hearing organisation, we welcome feedback on our plan. Please share any comments or questions with us about our Strategic Plan by emailing governance@berneslaihomes.co.uk

Success measures

- **Maintain the highest C1 grading in delivering the Consumer Standards:**

Continue to meet the outcomes of the Regulator of Social Housing (RSH) Consumer Standards.

- **Annual increase in customer satisfaction:**

Annual increase in the proportion of tenants who report that they are satisfied with the overall service from Berneslai Homes (TSM TP01).

- **Tenant voice and experience at the heart of what we do:**

Strong engagement and meaningful feedback - capturing the voice of at least 50% of tenants annually, and using these insights to shape decisions.

- **All homes are safe:**

100% compliance across the five Building Safety TSMs (gas, fire, asbestos, water, and lifts), electrical safety, and Awaab's Law requirements.

- **Meet the requirements of the Competency and Conduct standard:**

All required staff to have or be working towards a recognised housing management qualification by 2029.

- **Data-driven approach:**

Successfully achieve the outcomes outlined in our Data Strategy, recognising the value of data.



CONTACT US

For more information about the Strategic Plan, please contact the team by emailing:

governance@berneslaihomes.co.uk

www.berneslaihomes.co.uk

Berneslai Homes

Strategic Plan 2021-31 (Effective from April 2027)

berneslai homes

www.berneslaihomes.co.uk

Berneslai Homes Limited is a company controlled by Barnsley Metropolitan Borough Council. A company limited by guarantee, registered in England and Wales, number 4548803. Registered office: 10th Floor, Gateway Plaza, Off Sackville Street, Barnsley, South Yorkshire, S70 2RD.

April 2027

Overview

Berneslai Homes is a local housing company that was established in December 2002. 100% owned by Barnsley Council, it is delegated to provide services to council housing across the borough.

Barnsley Council (BMBC)

Barnsley Council operate a client function between BMBC and Berneslai Homes. They also ensure that Berneslai Homes strategic priorities are aligned with those of the council. The council monitor the performance of the organisation through an agreed Assurance Framework and a set of review meetings. BMBC continue to provide some of the landlord services such as setting the lettings policy for council housing, regeneration, right to buy, and homelessness. BMBC also provide several support services through service level agreements to Berneslai Homes, including grounds maintenance, call centre services, IT services, financial services, fleet, and high-level antisocial behaviour cases.



Berneslai Homes

We're delegated to carry out the day-to-day running of the council housing service:

- We manage the waiting list for the council and let vacant homes.
- We collect rent.
- We repair, maintain, and improve homes and estates.
- We support people facing financial difficulty.
- We keep our estates clean and tidy and deal with issues of lower level anti-social behaviour.
- We support people to manage their tenancy.
- We engage with and listen to customers and communities.
- We work with our shareholder Barnsley Council to build and acquire new homes.

Board and Committee structure



Chair of the Board
Ken Taylor

Customer Services Committee



John Townend



Chair
Richard Fryer



Joan Whitaker



Cllr Neil Young

Tenant member TBC

Tenant member TBC

Audit and Risk Committee



Chair
Adam Hutchinson



Audit and Risk Committee Co-optee
Aisling McNulty



George Paterson



Jo Sugden
Senior Independent Director



Gez Morrall



Cllr Jayne Hulme

Executive Management Team (EMT) and Senior Management Team (SMT)



Chief Executive
Steve Feast



Executive Director of Resources
Rachel Taylor



Executive Director of Customer and Estate Services
Dave Fullen



Executive Director of Property Services
Emma Burton



Head of Finance and Performance
Faye Williams



Head of Governance, Strategy, and IT
Sam Roebuck



Head of People and Culture
Carla Wragg



Head of Customer Services
Toni Allen



Head of Housing Management
Sean Ellam



Interim Head of Repairs, Maintenance, and Building Safety
Ben Gothard



Interim Head of Asset Management
Jarrod Waistnidge



Head of Operations (PSRT)
John Lees

*From May 2026

Barnsley Homes key priorities and focus 2027-28

Barnsley 2030 objective	Action	Strategic Plan priority	Key milestones	Date	BH lead and additional resources
Learning Barnsley Growing Barnsley Sustainable Barnsley	Develop a culture change programme; based on the current organisational values to build capacity and support delivery of the organisational objectives in line with the company's values.	Increasing efficiency and effectiveness	Organisational culture agreed and developed with Board and EMT.	10/26	Chief Executive
			Culture adopted by SMT.	03/27	
		Improving opportunities for employment and training	Culture change programme developed and implementation commenced.	03/27	
Growing Barnsley	Develop and implement the new Data Strategy; using technology, automation, and improved data quality to strengthen decision making, improve services, and increase organisational efficiency.	Increasing efficiency and effectiveness	Data Strategy and delivery plan approved.	03/27	Executive Director of Resources
		Listening and responding to customers	Data ownership responsibilities and data quality improvement actions agreed.	06/27	
		Keeping tenants safe and warm	Review of completed actions within the delivery plan to measure improvements in data quality, decision making, and organisational efficiency.	10/27	

Barnsley Homes key priorities and focus 2027-28

Barnsley 2030 objective	Action	Strategic Plan priority	Key milestones	Date	BH lead and additional resources
Healthy Barnsley	Complete the service charge review; to clarify cost recovery and accountability, identify resource and efficiency improvements, and strengthen value for money. NB This is a BMBC-led action. Service Charge Policies and rate setting is a retained council function. Any changes to current arrangements will require Full Council approval.	Increasing efficiency and effectiveness	Service charge review completed.	08/27	Executive Director of Customer and Estate Services
			Cost recovery and accountability arrangements clarified.	08/27	
			Resources and efficiency opportunities indentified.	08/27	
			Value for money reporting and benefits realisation monitoring arrangements established.	03/28	

Barnsley Homes key priorities and focus 2027-28

Barnsley 2030 objective	Action	Strategic Plan priority	Key milestones	Date	BH lead and additional resources
Healthy Barnsley Learning Barnsley Growing Barnsley Sustainable Barnsley	Strengthen joint governance, planning and delivery arrangements with the Council; based on shared outcomes and clear responsibilities to improve accountability and support delivery of the organisational objectives.	Increasing efficiency and effectiveness	Shared outcomes and responsibilities agreed with the council.	03/27	Chief Executive
		Listening and responding to customers	Joint governance and escalation arrangements agreed.	03/27	
		Keeping tenants safe and warm	Joint planning and delivery arrangements strengthened.	03/27	
		Improving opportunities for employment and training	Review of the relationship and governance arrangements completed.	08/27	
Growing Barnsley Sustainable Barnsley	Define and deliver Berneslai Homes' role in supporting the Council's new-build programme; to establish clear responsibilities and joint governance, identify resource implications and support delivery of new homes.	Keeping tenants safe and warm	Berneslai Homes' role and responsibilities in the council's new build programme agreed.	09/27	Chief Executive
			Joint governance arrangements established with the council.	03/27	
		Increasing efficiency and effectiveness	Operational, financial, and resource implications assessed and documented.	09/27	
			Berneslai Homes' contribution to the delivery programme developed with the council is determined.	09/27	

Strategies

We're working with Barnsley Council to develop a vision and strategy for the future of social housing in Barnsley, as part of the borough's wider housing strategy.

We've developed and will continue to review Berneslai Homes strategies that underpin our Strategic Plan.

Strategy	Key dates
Strategic Plan 2021-31	December
Asset Management Strategy	2031
Communications Strategy	2030
People Strategy	2028
Sustainability Strategy	2027

Finance and our budgets 2027-28

Income	
Management fee	
Other operating income (UKSPF Trailblazer)	
Total income	
Expenditure	
Asset Management	
Board	
Caravan Site	
Central Housing Management Services	
Chief Executive	
Community Buildings	
Community Refurbishment Scheme	
Customer Engagement	
Customer Services	
Damp, Mould, and Disrepair	
Finance	
Head Office	
Gateway - Level 9	
Governance, Strategy, Corporate Admin	
HR - Comms	
HR - General	
HR - Graduate and Office Apprentices	
HR - Training and EDI	
HSU	
Income Team	
Information Team	
Lettings Team	
Neighbourhoods	
Performance Team	
Repairs, Maintenance, and Building Safety	
Tenants First	
Total expenditure	
Housing Growth	
Interest on Cashflow	
Deficit (Funding from reserves)	
Grounds Maintenance:	
Barnsley Connects:	
Community Safety and Neighbourhoods:	
Repairs:	
Capital Core Programme:	
Regulatory – Fire Safety:	
Zero Carbon Initiatives:	
Housing Growth:	
Expended to Date:	

How will we measure success?

Theme	Measure	Description
Overall satisfaction	TP01	Overall satisfaction with the services provided
Maintaining building safety	BS01	% of homes that have had all the necessary gas safety checks
	BS02	% of homes in buildings that have had all the necessary fire risk assessments
	BS03	% of homes in buildings that have had all the necessary asbestos management surveys or re-inspections
	BS04	% of homes that have had all the necessary legionella risk assessments
	BS05	% of homes in buildings where the communal passenger lifts have had all the necessary safety checks
	TP05	Overall satisfaction that the home is safe
Keeping homes in good repair	RP01	Proportion of homes non–decent
	RP02 (1)	Proportion of non-emergency repairs completed in landlord's target time
	RP02 (2)	Proportion of emergency repairs completed in landlords target time
	TP02	Satisfaction with overall repairs service
	TP03	Satisfaction with time taken to complete most recent repair
	TP04	Satisfaction that the home is well maintained

Theme	Measure	Description
Council Pulse (2026-27 to follow)	BH1	Void rent loss %
	BH2	Rent collected as a proportion of rents owed on HRA dwellings
	BH3	Proportion of apprentices in workforce
	BH4	To spend influenceable funds locally, supporting the Barnsley economy
	BH5	Percentage of properties with an EPC C or above
	BH6	Management fee efficiency saving

Theme	Measure	Description
Respectful and helpful engagement	TP06	Satisfaction that the landlord listens to tenant views and acts upon them
	TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them
	TP08	Agreement that the landlord treats tenants fairly and with respect
Effective handling of complaints	CH01 (1)	Complaints relative to the size of the landlord (Stage 1)
	CH01 (2)	Complaints relative to the size of the landlord (Stage 2)
	CH02 (1)	Complaints responded to within Complaint Handling Code timescales (Stage 1)
	CH02 (2)	Complaints responded to within Complaint Handling Code timescales (Stage 2)
	TP09	Satisfaction with the landlord's approach to handling complaints (only those making a complaint in last year)
Responsible Neighbourhood Management	NM01 (1)	Anti-social behaviour cases relative to the size of the landlord
	NM01 (2)	Anti-social behaviour cases relative to the size of the landlord (hate related)
	TP10	Satisfaction that the landlord keeps communal areas clean and well maintained
	TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods
	TP12	Satisfaction with the landlord's approach to handling anti-social behaviour

APPENDIX 3

Draft Berneslai Homes Annual Business Action Plan 2026/27

Status key

- **Complete** — Target, action or milestone fully achieved
- **On Target** — Action is on or above target
- **At Risk** — Action is below target or at risk of not being achieved
- **Off Target** — Action is significantly below target and requires intervention

BARNSLEY 2030 OBJECTIVE	ACTION	STRATEGIC PLAN PRIORITY	KEY MILESTONES	DATE	BH LEAD & ADDITIONAL RESOURCES	PROGRESS RAG RATED	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE
HEALTHY BARNSLEY	To continue the improvement in our work on data with our Data Champions, increase data analysis and further develop our approach to AI	Listening and responding to Customers	Identified Data Champions taking action to correct inaccurate data and amend processes to ensure data input is accurate	30/06/26	Executive Director of Resources/Head of Strategy, Governance and IT	🟢	Data champions identified and training ongoing around the use of the data logic tool and correcting inaccurate data.	Work continuing utilising the data logic tool.		
			Using data to move to more predictive performance, budget and programmed requirements by increased analysis of the accurate data	31/03/27		🟢	Restructure ongoing in-service area to provide more resources to support this action. New project underway to change reporting to power BI by January 2027.	Data Analysts appointed and due to start in role January. Power BI project underway and on target.		
			Using sector best practice and analysis of BH's early experiences with AI further develop the BH Corporate approach to effectively harness the power of AI	31/03/27		🟢	Review of copilot licences commenced. Road map for IT to be presented to EMT q3.	Additional copilot licences requested to be in place from Qtr 3. IT strategy being worked through external support may be required to move this roadmap forward		
LEARNING BARNSLEY	Work with BMBC on key initiatives including Dynamics CRM work, Data Lake, Knowing our Customers	Listening and responding to customers	Project Plan and implementation phase on agreed areas to be developed from the minimum viable product for CRM	31/03/27	Head of Strategy, Governance and IT / BMBC IT / possible external Consultant support	🟠	Currently progressing chat bot and eforms due to reduced shared resources from BMBC and potential costs this is not being reviewed until completion of phase 1 chatbot and eforms.			
			eForms moved to a more effective solution	31/03/27		🟠	Work is ongoing and the number of eforms has been reduced and mapped out by the team. Currently reviewing procurement options prior to a decision paper to EMT.	Eforms are being finalised prior to procurement options being considered – will require EMT approval once this work is complete. This will go to EMT for approval by the end of quarter 3.		
			Chatbot created on BH Website	31/12/27		🟢	Work is ongoing building the BH chatbot and good progress is being made.	Progress continues with the building of the chatbot.		
			Data Lake scoping work completed and decision made with BMBC with regards to BH and priorities	30/09/26		🔵	BH were not selected as one of the three case studies for this project therefore on hold.	Closed no further updates		

Draft Berneslai Homes Annual Business Action Plan 2026/27

BARNSLEY 2030 OBJECTIVE	ACTION	STRATEGIC PLAN PRIORITY	KEY MILESTONES	DATE	BH LEAD & ADDITIONAL RESOURCES	PROGRESS RAG RATED	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE
GROWING BARNSLEY	Embedding and evaluating the governance and relationships between BH/ BMBC from the Savills' review	Listening and responding to customers Keeping Tenants safe	New Governance structure in place	01/4/26	CEO and Chair or the Board	🟠	A meeting has been arranged between BMBC and BH to kick start these discussions early July.	Governance arrangements have been amended and consolidated into a monthly Strategic Delivery Assurance Group. A review of performance information provision including financial information and risk has begun and once complete will support further rationalisation of governance arrangements as assurance will be obtained through performance information and scrutiny and challenge of this by the BH Board.		
		Increasing efficiency and effectiveness	Regular review of format and attendance of meetings through first 6 months	31/10/26		🟢	Not yet started	As above		
		Improving opportunities for employment and training	Evaluate success and make any recommendation for further improvements	31/3/27		🟢	Not yet started	As above		

Draft Berneslai Homes Annual Business Action Plan 2026/27

BARNSLEY 2030 OBJECTIVE	ACTION	STRATEGIC PLAN PRIORITY	KEY MILESTONES	DATE	BH LEAD & ADDITIONAL RESOURCES	PROGRESS RAG RATED	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE
HEALTHY BARNSLEY	To continue hearing and responding to a wider tenant voice through engagement and insight, implementing the outcomes of the TPAS review and improving communications with tenants.	Listening and responding to customers	Review new engagement structure to ensure reflective of the tenant profile	Ongoing 26/27	Head of Customer Services/ Head of Housing Management/ Voicescape Engage	🔵	In progress with Q1 update included in CSC report August 26	Hearing Tenants Impact Summary Report to Board September 2026 including profile of engaged customers by each part of the engagement framework. Summary published to BH Website September 2026		
			Enhance range of transactional surveys			🔵		We have reviewed and enhanced the range of transactional surveys and now have a total of 17 surveys that are carried out at various times throughout the year. At this stage we are not developing any more, however, focusing on what the feedback is telling us and implementing improvements. Complete		
			Introduce Voicescape Engage			🟢		Work has commenced to understand the capabilities of Voicescape Engage and explore potential options for its use. A demonstration has been received from Voicescape, attended by key managers from across the business.		
			Co-produce Neighbourhood Plans with tenants and local councillors (May 2026)			🟠	Work on the neighbourhood plans is ongoing, and the launch has temporarily been put on hold due to new HoS and opportunity to engage further with the newly elected Councillors. Once further engagement has taken place the plans will be updated and a launch event planned.	Meeting proposed by Chair of the board to discuss Neighbourhood Plans and their future focus. Meeting arranged for November 2026. and SE/LD looking at option for stakeholder engagement.		
			Reintroduce Berneslai Beacon (1 edition a year)			🔵		Published October 2026		

Draft Berneslai Homes Annual Business Action Plan 2026/27

BARNSLEY 2030 OBJECTIVE	ACTION	STRATEGIC PLAN PRIORITY	KEY MILESTONES	DATE	BH LEAD & ADDITIONAL RESOURCES	PROGRESS RAG RATED	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE
			Increase insight (Knowing our Customers project)			🟠		Work commenced and ongoing.		
			Maximise opportunities for Board to hear 'unfiltered voice of tenants' (Quarterly updates to Customer Services Committee)			🟢	Report to Customer Services Committee April 2026	Report to Customer Services Committee August 2026	EMT Question Time Customer Panel held in October 2026 attended by 3 Board Members CSC in November 2026 to be held at Pendon House, Penistone with session built in for CSC members to meet and chat with tenants. Recruitment in October 2026 for additional tenant members of CSC.	
GROWING BARNSLEY	Maximise rental income through rent and service charge collection and reducing void rent loss.	Listening and responding to customers	Assess impact and outcomes of Voicescape including the introduction of Agreements Module (October 2027).	By 31/03/27	Head of Housing Management / Head of Repairs / Maintenance, and Building Safety / BMBC Finance / Legal / possible external consultant support for service charges	🟢	25-26 Voicescape Caseload manager and Collections Impact report to be completed by 31/7/26 - providing insight and evaluation of effectiveness, improved service delivery and customer contact, improved caseload oversight and management and positive impact to income collection and arrears performance. Agreements manager has been implemented and costs for Y2 re-negotiated due to further improvements being required, this has brought a small saving in terms of costs.	No additional milestones to report for Quarter 2.		
			Maintain void levels at no more than 151 throughout the year to minimise void rent loss-Review and reset in year targets			🟠	Void numbers are under weekly review – a large proportion currently being assessed as major voids – a weekly task group has been formed led by Exec Director of Property Services	A strategic void group has been formed to monitor progress – the differential between VAV/VUN and sector benchmarking is underway to better understand appropriate targets – as of 5/10/16 VAV total 78 VUN 173 – total voids 251 reduced from over 280. Void standard and operating procedures have been reviewed and proposals submitted		

Draft Berneslai Homes Annual Business Action Plan 2026/27

BARNSLEY 2030 OBJECTIVE	ACTION	STRATEGIC PLAN PRIORITY	KEY MILESTONES	DATE	BH LEAD & ADDITIONAL RESOURCES	PROGRESS RAG RATED	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE
			Working with BMBC undertake Service Charge Review including, subject to legal opinion, review of Tenancy Agreement.		Tenancy Agreement review. Project management resource	🟠	Initial work with BMBC has commenced on the service charge review. BMBC instructed a request for a Service Charge report through Trowers Hamlin which has now been received. Current position is awaiting detail of Rent Policy before next steps.	Reviewed Draft Rent Policy and Service Charge Policy and gave feedback to BMBC.		
			Prepare for Rent Convergence (subject to national and local policy decisions). (31 March 2027)		Resources for Service Charge and Tenancy Agreement review	🟢	Preparation for Rent Convergence is underway. There are plans to test IT systems and the Income Manager will be working with services throughout Q2 and Q3 to ensure systems and communications are in place subject to final BMBC confirmation.	Plans continue and are built into the Annual Rent Increase Action Plan. Work commenced between Income Team and Communications Team to produce user friendly guides explaining rent convergence.		
HEALTHY BARNSLEY	Phase 2 Awaab's Law readiness and delivery	Keeping Tenants' Safe	01 - Gap analysis of current hazard coverage, systems, procedures and training	30/10/26	Head of Repairs, Maintenance and Building Safety	🟢	BMBC have completed a full audit of the BH approach to Awaab's law, and an action plan has been developed to address any concerns – the final report is due to go to EMT imminently	A full review of requirements has been conducted and an implementation group formed inc. Executive Director of Property Services and key stakeholders		
SUSTAINABLE BARNSLEY			02- 03 - Update policies, revise procedures, initiate training for new hazard categories, commence systems integration/automation for triage and tracking. Go Live October			🟢	As above	Go live revised to end of November in line with regulatory guidance – all actions captured within implementation group		
LEARNING BARNSLEY	Development and Implementation of a new Asset Management Strategy jointly with BMBC	Increasing efficiency and effectiveness	April 2026 – Mobilisation and Diagnostic set up. Project initiation and baseline review	30/09/26	Head of Assets		Complete	**Complete**		
			April 2026 – Project initiation and baseline review			🔵	Complete	**Complete**		
			May 2026 – Insight and evidence gathering			🔵	Evidence gathering complete including hosting a staff engagement session. Investment plans complete but discussions with BMBC around 5/30-year plans. May need amending. Meeting with BMBC 08/07/2026	**Complete**		

Draft Berneslai Homes Annual Business Action Plan 2026/27

BARNSLEY 2030 OBJECTIVE	ACTION	STRATEGIC PLAN PRIORITY	KEY MILESTONES	DATE	BH LEAD & ADDITIONAL RESOURCES	PROGRESS RAG RATED	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE
			May 2026 – Stock performance and portfolio analysis			🔵	Complete and included within strategy	**Complete**		
			June 2026 – Stakeholder engagement and strategic drivers.			🔵	TVP session complete. Formatted draft in progress. Strategic priorities agreed and links to Strategic plan	**Complete**		
GROWING BARNSLEY			June 2026 – Engagement and future priorities mapping			🔵	Discussions to finalise future priorities to be finalised at BMBC meeting 08/07/2026	**Complete**		
			July 2026 – Option appraisal and strategic framework			🔵	In progress	**Complete**		
			August 2026 – Drafting & Internal Review			🔵		**Complete**		
			September 2026 – Approval and implementation planning.			🔵		**Complete**		
			September 2026 – Board approval and launch			🔵		**Complete**		
LEARNING BARNSLEY	Develop and implement the review of the organisational structure to reflect priorities and resources.	Increasing efficiency and effectiveness	Property Services Review and Revised Structure by 31/3/27	31/03/27	Executive Director Property Services / Executive Director of Customer and Estate Services	🟠	To commence when permanent Executive Director of Property Services is in place.	Review of current resources and realignment underway		
GROWING BARNSLEY			Review of remaining Customer & Estate Services linked to IT improvements and automation by 31/03/27			🟢	Not yet started.	Work has commenced.		

Creating great homes and communities with the people of Barnsley

Report Title	2026/27 Quarter Two Performance Summary	**Confidential**	No
Report Author	Head of Finance and Performance	**Report Status**	For Scrutiny
Report To	Board 24/11/2026	**Officer Contact Details**	Sarah Drafz Sarahdrafz3@berneslaihomes.co.uk

1. Executive Summary	Berneslai Homes measures performance to monitor delivery of its Strategic Plan, evaluate service effectiveness, and understand the impact being made for customers. This report: a) Presents performance information, supported by three appendices covering Corporate Performance Quarter Two 2026/27, Property Repairs and Investment Partnership (PRIP) Quarter Two 2026/27 and Health and Safety Landlord Compliance and Controls September 2026. b) Highlights key areas of strength (section 4.1), areas of focus (section 4.2) and the actions being taken to improve outcomes. At quarter two, 13 KPIs met or exceeded target (green), nine narrowly missed (amber), and 10 did not achieve targets (red). Five KPIs were not RAG rated due to unavailable or incomparable data. Key areas of strength include: (section 4.1) a) Building safety compliance b) Complaints responded to in target c) Rent collection levels. Keys areas of focus include: (section 4.2) a) Empty homes rent loss b) Satisfaction with complaint handling c) Staff sickness

	Overall tenant satisfaction and listening to tenants are emerging areas of focus. Wave one survey results have recently been received and are being reviewed to identify key areas for improvement and inform appropriate actions. With regard to PRIP performance 24 KPIs met or exceeded target (green) and six did not achieve target (red). Areas of focus include: 1. Percentage of appointments kept for Property Services Repairs Team (PSRT) 2. Sub-contracting percentage value for both partners 3. Reportable accidents PSRT 4. Barnsley pound PSRT 5. Percentage of recycled waste PSRT Health and Safety Landlord Compliance and Controls September performance saw improvements in comparison to August, particularly in damp and mould response and electrical compliance.
2. Recommendation/s	**Board is recommended to** **2.1 Scrutinise the contents of the Quarter Two Performance Summary.** **2.2 Consider that Board is satisfied with the actions in place to address areas of under performance.**

3. Background

Company Performance (Appendix A)

3.1 Berneslai Homes measures performance to monitor delivery of its Strategic Plan, evaluate service effectiveness, and understand the impact being made for customers.

3.2 Performance targets are agreed annually with the Council following customer consultation.

3.3 A quarterly assessment of Berneslai Homes company performance against Key Performance Indicator (KPI) targets is made. We have 37 KPIs spilt into three pulses; 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 the sector using peer group benchmarks from Housemark.

3.4 The attached report (Appendix A) includes benchmarks from Housemark reflective of the 2025/26 peer group median (Local Authorities and ALMOs, excluding London, with over 15k stock). Colour coding shows whether quarter two performance is in line with or above the median (light green) or below it (light red). Overall, quarter two performance compares favourably with the peer group.

3.5 Complaints, ASB and BS01-BS05 building safety data are independently validated monthly. Validation of emergency and non-emergency repairs completed within target (RP02 1 & 2) has identified errors within the reported data which require further interrogation and resolution. Figures reported for these measures should therefore be treated with caution while this work is ongoing. Electrical safety data (BS06) remains unvalidated pending receipt of the supporting data from the service, which has been followed up.

PRIP (Appendix C)

3.6 PRIP delivers repairs and maintenance services to the Council's ~18,000 homes, with Berneslai Homes responsible for contract management and operational delivery. Services are provided through a geographical split between Berneslai Homes Property Services Repairs Team and Wates Living.

3.7 Performance is monitored through a robust contractual framework of quarterly KPIs, social value and sustainability measures, providing assurance on service delivery, risk management and progress towards strategic objectives.

Health and Safety Landlord Compliance and Controls (Appendix D)

3.8 The Health and Safety Landlord Compliance and Controls Scorecard provides an overview of compliance performance and the corrective actions required where improvement is needed. The scorecard supports an exception-based reporting approach so that scrutiny can focus on the measures that are below 100%.

4. Current Position/Issues for Consideration

4.1 **2026/27 quarter two performance areas of strength:**

TSM KPIs

A. **Building safety**: we achieved 100% compliance across four of the six Building Safety TSMs (Fire, Asbestos, Water and Lifts), demonstrating our commitment to tenant safety. Gas compliance was 99.99% at quarter two, with one property non-compliant. In accordance with policy, multiple attempts have been made to gain access, and the required safety check is now complete. Electrical compliance was 99.5% at quarter two.

B. **Complaints**: 99.4% of stage one and 100% of stage two complaints were responded to within target timescales (target: 100%), rated Amber and Green respectively. Performance remains comparatively strong, exceeding the peer group upper quartile. We have received 4.9% fewer stage one complaints than in quarter two 2025/26 while stage two complaint volumes were comparable with the same period last year.

C. **Perception Measures**: Wave one results have been received, based largely on telephone interviews, with a small number of paper surveys. Given the change in survey collection methodology this year, comparisons with previous years should be treated with caution. Of the 12 perception measures, eight have improved compared with 2025/26; five are meeting target (green), four are slightly below target (amber) and three are below target (red). Benchmarking is also positive, with three measures above the 2025/26 peer group upper quartile and seven above median. Further analysis is underway, including providing ARP Research with additional complaints data to better understand satisfaction with complaint handling, comparing TSM results with transactional survey findings, and analysing repairs satisfaction by delivery partner.

Council KPIs

D. **Income**: Rent collection remains strong at 100.32% against a 99% target (including pre-payments and former tenant arrears), 0.15 % points higher than quarter two 2025/26. Strong performance has been sustained despite seasonal pressures through early intervention, the patch-based recovery model, targeted customer engagement and effective use of Voicescape, alongside a continued focus on tenancy sustainment.

Company KPIs

E. **Current tenant arrears**: Current tenant arrears were 3.06% of the projected rental debit at quarter two, an improvement of 0.48 percentage points compared with quarter two 2025/26. Performance reflects a balanced approach of early support and intervention alongside timely, proportionate enforcement, helping to prevent arrears escalating while supporting customers experiencing financial difficulty. Two evictions were carried out during the quarter.

4.2 **2026/27 quarter two performance key areas of focus**:

TSM KPIs

A. **Anti-Social behaviour (ASB)**: Reported ASB cases increased by 62.3% (209 cases) compared to quarter two 2025/26. Recent service improvements, including increased audits, clearer resident communications and improved triage, are likely to have supported higher reporting. This is viewed positively, indicating greater resident confidence and improved identification, assessment and management of cases.

B. **Non-Emergency Repairs**: 83.3% of non-emergency repairs were completed within the target timescales of three, seven and 25 days to quarter two. Performance is provisionally rated as red against the 90% target. Validation has identified errors within the reported data which require further interrogation and resolution. The reported performance should therefore be treated with caution while this work is ongoing.

C. **Satisfaction with complaints handling:** Satisfaction fell to 30.3% in wave one, a statistically significant decrease of 13.1 percentage points compared with the 2025/26 year-end position. Results should be interpreted with caution due to the change in survey collection methodology, which is now largely telephone-based. Performance is below the 2025/26 peer group median of 32.4% and the 45.0% target. Further analysis is underway with ARP Research, using additional complaints data and comparison with transactional survey findings to better understand the position.

Council KPIs

D. **Empty home rent loss**: At quarter two, 1.53% of income (£661k) was lost due to empty properties, slightly above the target of 1.5% or less. This represents an improvement of 0.3% points (£97k) compared with quarter two 2025/26. The number of empty homes has reduced slightly since quarter one, supported by a shared focus across Neighbourhoods, Lettings, Property Services and partners, with operational and strategic oversight continuing. An external consultancy has been commissioned to undertake a strategic review of the end-to-end empty homes process to identify risks and opportunities for improvement.

Company KPIs

E. **Staff sickness**: In quarter two, 5.32% of working time was lost due to staff sickness, against a target of 3.56% or less. Absence levels have remained above target throughout Q2 and were higher than at the same stage last year, with long-term sickness remaining the primary driver of performance. There are, however, positive signs that absence levels may begin to improve, with a number of long-term cases resolved shortly after the end of Q2. Performance continues to vary across service areas, with the greatest challenges within Property Services Repairs Team, whilst other areas have achieved sustained improvements. Targeted actions remain in place, including enhanced absence analysis, regular sickness monitoring meetings and focused interventions within high-absence teams. Learning from services that have delivered sustained reductions is being used to inform improvement activity in areas experiencing the greatest pressures. A revised Managing Sickness Absence Policy was launched in October, with refresher sessions planned for managers to support consistent application of the policy and strengthen absence management practices across the organisation. Reducing sickness absence remains a key organisational priority.

F. **Disabled staff in workforce**: At 12.7%, performance remains below the 15% target, having decreased by 0.65 percentage points since quarter one and by one percentage point compared with the same period last year. Improving the completeness of workforce equality data remains an area of focus. In October, staff for whom equality information is not currently held were invited to provide this information. This will help us better understand how inclusive we are, ensure our policies and practices are fair, identify potential barriers and strengthen how we support our people. Providing equality information is voluntary and treated confidentially.

G. **Minority ethnic staff** in total workforce: at 3.35%, performance remains below the 4.1% target. However, this represents an improvement of 0.11 percentage points since quarter one and 0.27 percentage points compared with the same period last year. Ongoing actions to improve workforce diversity include ensuring that promotional and awareness campaigns are representative of the local community, and reviewing imagery used across social media and recruitment materials to ensure it is diverse and inclusive. We continue to have a presence at engagement events, including local job fairs and school events. An annual equality pay review is also undertaken, with an associated action plan developed in response to the findings.

H. **Priority calls**: 70.22% of priority calls were answered by the BMBC Contact Centre within three minutes, against a target of 80% (red rated). While the target was not met, performance improved by 2.88 percentage points compared with quarter one. Tenant satisfaction with the Contact Centre is monitored through a transactional survey, with satisfaction remaining high. Feedback from the survey is used to support continuous improvement. Actions taken include the introduction of a dedicated team for repairs enquiries, faster call transfers and additional resources to support peak periods.

4.3 <u>Property Repairs and Investment Partnership (PRIP)</u>

PRIP performance remains positive overall, with 80% of combined KPIs achieving target at quarter two.

A. Areas of strength include responsive repairs, with all repair completion timescale measures exceeding target, alongside 100% gas compliance, customer satisfaction above target and strong performance in routine empty homes turnaround and adaptations.

B. Areas of focus include appointments kept (PSRT), subcontractor spend (both partners), Barnsley Pound (PSRT), recycled waste (PSRT) and reportable accidents (PSRT). Appointments kept has improved since Q1, with Property Services reporting performance above target in October following changes to work-release arrangements. Subcontractor spend remains a particular area of focus for both partners, reflecting the reliance on subcontractors to support delivery, including major voids and large one-off repairs.

4.4 Health and Safety Landlord Compliance and Controls

The Scorecard continues to demonstrate high levels of compliance across most measures. The key exceptions are outlined below, together with the actions being taken to improve performance.

A. **Electrical safety:** EICRs under five years: Performance was 99.45%, with 99 of 17,979 assets outstanding across domestic and non-domestic properties. Expired non-domestic EICRs had been ordered for completion, while certificates were still awaited for some completed works.

B. **Fire safety emergency lighting**: Performance was 91.30%, with 10 of 115 checks outstanding. Access to communal electrical cupboards remained the barrier, with work continuing alongside BMBC and the Neighbourhood Team to secure access and complete the annual maintenance.

C. **Lift safety through-floor lifts:** Performance was 86.11%, with five of 36 lifts outstanding. One lift required replacement with occupational therapy involvement, one was in an empty property and three access appointments were being rearranged.

D. **Stock condition survey programme:** No surveys had been recorded as completed against the in-year programme of 3,552, although the new contractor started on site on 28 September with six surveyors allocated. The scorecard notes that 500 surveys would expire if they were not completed during the financial year.

E. **Energy Performance Certificates:** Performance was 88.46%, with 2,044 of 17,711 properties without an in-date EPC. This comprised 1,219 expired certificates and 825 properties for which no EPC data was held.

F. **Decent Homes Standard survey position:** Performance was 99.18%, with 153 properties recorded as potentially non-decent. The main areas relate to roof coverings, roof insulation, external doors and combined kitchens and bathrooms. Decency surveys are undertaken throughout the year, with action taken as necessary.

G. **Decent Homes planned works**: Six of 12 planned works had been completed, giving performance of 50%. The remaining six properties continued to be classed as non-decent pending completion, with two awaiting completion through a repairs phase and four allocated to in-year Berneslai Homes schemes.

H. **Damp, mould and disrepair significant-hazard investigations**: Performance was 97.69%, with three of 130 significant hazards not investigated within the 10-working-day target following access attempts. Emergency hazards made safe within 24 hours, safety works initiated within five days and inspection summaries issued within three days all achieved 100%.

4.5 Council Critical Success Factors (Appendix B)

The council measures performance using key performance indicators known as Critical Success Factors (CSFs). For 2026/27, we are required to submit additional quarterly performance results and commentary to the Council for three CSFs:

a) Empty Homes Rent Loss,
b) Rent Collection (excluding prepayments and former tenant arrears),
c) Combined Current and Former Tenant Arrears as a Percentage of Rent Collected.

Performance results and accompanying commentary are reviewed and approved by EMT prior to submission to the Council. The quarter two submission is provided in Appendix B.

5. Customer Voice/Impact

5.1 Considering key performance measures and the outcomes from tenant surveys provides Board with valuable insight into how services are being delivered to tenants and how they feel about the service they receive. This insight should be used to inform areas for further consideration or where improvements are required.

5.2 Each quarter, two or three key performance areas will be highlighted in communications to celebrate strong performance and identify improvement opportunities.

5.3 The exception areas set out in the Health and Safety Landlord Compliance and Controls Scorecard have direct implications for tenants from a health, safety, wellbeing and security perspective.

6. Risk and Risk Appetite

6.1 Data quality and integrity along with Consumer Regulation (compliance with legal, regulatory or adopted governance codes), are recorded on the Strategic Risk Register and are currently rated as amber and green risks, with risk appetites of averse. Mitigating actions are in place to manage these risks, including data validation, and oversight of KPI performance by EMT and Board.

7. Strategic Alignment

7.1 KPIs are aligned to the strategic priorities of excellent customer services, sustainable communities and neighbourhoods, partnership working, and a successful well-managed company. These support Berneslai Homes' vision of "Creating great homes and communities with the people of Barnsley." The organisation works closely with the Council to align services and the Strategic Plan with its Corporate Plan and the Barnsley 2030 vision.

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:

a) Tenancy Standard
b) Neighbourhood and Community Standard
c) Transparency, Influence and Accountability Standard
d) 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 We publish our full company quarterly performance report on our website as part of our approach to ensuring transparency and supporting effective scrutiny by tenants.

10. Other Statutory/Regulatory Compliance

a) Defective Premises Act 1972
b) Environmental Protection Act 1990
c) Landlord and Tenant Act 1985 (Section 11)
d) Housing Act 2004
e) Decent Homes Standard 2006
f) Homes (Fitness for Human Habitation) Act 2018

11. Financial

11.1 Financial implications arising from the Building Safety exception areas will continue to be managed through the established compliance, repairs and investment budget arrangements.

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.

12.2 The results of the perception survey are analysed by specific tenant groups, including those who share protected characteristics. This provides valuable insight into variations in satisfaction levels and helps to inform targeted actions to improve satisfaction for specific groups.

13. Sustainability Implications

13.1 There are no net zero or sustainability strategy implications arising directly from the recommendations set out in this report.

14. Associated Background Papers

None.

Appendices

Appendix A – 2026/27 Quarter Two Performance Report.

Appendix B – 2026/27 Quarter Two Council Critical Success Factor Performance.

Appendix C – 2026/27 Quarter Two PRIP Performance Dashboard

Appendix D – Health and Safety Landlord Compliance and Controls September 2026

APPENDIX A

Quarterly Performance Report

Quarter 2 2026/2027



Contents

	Page
KPI Performance Summary	3
Tenant Satisfaction Measure Pulse	4
Council Pulse	7
Company Pulse	8

Q2 2026/27 - 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
- Annual Indicator — DHS Compliance
- Non-Emergency Repairs
- Keeping Tenants Informed
- Treating Tenants Fairly
- Lift Safety Checks
- Electrical Safety
- Emergency Repairs
- Tenant Satisfaction
- Handling Complaints
- Satisfaction with Communal Areas
- Stage One Complaints
- Stage Two Complaints
- Tenant Satisfaction with Repairs
- Time Taken Recent Repair
- Positive Contribution
- Satisfaction with Handling ASB
- Stage One Response Time
- Stage Two Response Time
- Well Maintained Home

Council KPIs

- Empty Home Rent Loss
- Rent Collection
- Barnsley Pound
- EPC C or Above

Company KPIs

- Annual Indicator — Staff Satisfaction
- Staff Attendance
- Equality Act
- Minority Ethnic
- Current Tenant Arrears
- Contact Centre

TSM KPIs

TSM	YEAR END 25/26	Q1	Q2	Q3	Q4	YEAR END 26/27	TARGET 26/27	BENCHMARK (Median)	
Gas Safety Checks	100.0%	99.97%	99.99%	-	-	-	100.0%	99.9%	**BS01: Gas** Gas safety checks
Fire Safety Checks	100.0%	100.0%	100.0%	-	-	-	100.0%	100.0%	**BS02: Fire** Fire safety checks
Asbestos Safety Checks	100.0%	100.0%	100.0%	-	-	-	100.0%	100.0%	**BS03: Asbestos** Asbestos safety checks
Water Safety Checks	100.0%	100.0%	100.0%	-	-	-	100.0%	100.0%	**BS04: Water** Water safety checks
Lift Safety Checks	100.0%	100.0%	100.0%	-	-	-	100.0%	100.0%	**BS05: Lift** Lift safety checks
Electrical Safety	N/A	99.3%	99.5%	-	-	-	100.0%	N/A	**BS06: Electrical** Electrical safety checks
Stage One Complaints	58.2	14.2	28.5	-	-	-	In line with peer group median	48.8	**CH01 1: Stage One Complaints** Stage one complaints relative to the size of the landlord
Stage Two Complaints	14.4	2.9	7.7	-	-	-	In line with peer group median	11.1	**CH01 2: Stage Two Complaints** Stage two complaints relative to the size of the landlord
Stage One Response Time	95.7%	100.0%	99.4%	-	-	-	100.0%	89.7%	**CH02 1: Stage One Response Time** Stage one complaints response time
Stage Two Response Time	100.0%	100.0%	100.0%	-	-	-	100.0%	83.5%	**CH02 2: Stage Two Response Time** Stage two complaints response time

TSM KPIs

TSM	YEAR END 25/26	Q1	Q2	Q3	Q4	YEAR END 26/27	TARGET 26/27	BENCHMARK (Median)	
ASB Cases	34.7	13.4	30.6	-	-	-	In line with peer group median	51.7	**NM01 1: ASB Cases** Anti-social behaviour cases
ASB Cases Hate Incidents	0.6	0.3	0.5	-	-	-	In line with peer group median	1.1	**NM01 2: ASB Cases Hate Incidents** Anti-social behaviour cases that involve hate incidents
Annual Indicator DHS Compliance	0.6%	Annual				-	0.0%	5.0%	**RP01: DHS Compliance** Homes that do not meet the Decent Homes Standard
Non-Emergency Repairs	89.7%	86.7%	83.3%	-	-	-	90.0%	86.1%	**RP02 1: Non-Emergency Repairs** Repairs completed within target timescale
Emergency Repairs	94.3%	95.4%	95.4%	-	-	-	97.0%	95.0%	**RP02 2: Emergency Repairs** Repairs completed within target timescale
Tenant Satisfaction	77.0%	73.6%		-		-	79.0%	70.1%	**TP01: Tenant Satisfaction** Overall satisfaction
Tenant Satisfaction with Repairs	76.3%	77.0%		-		-	77.3%	76.2%	**TP02: Tenant Satisfaction with Repairs** Tenant Satisfaction with repairs
Time Taken Recent Repair	73.1%	71.7%		-		-	74.1%	73.6%	**TP03: Time Taken Recent Repair** Satisfaction with time taken to complete most recent repair
Well Maintained Home	72.1%	72.3%		-		-	73.1%	71.6%	**TP04: Well Maintained Home** Satisfaction that the home is well maintained

TSM KPIs

TSM	YEAR END 25/26	Q1	Q2	Q3	Q4	YEAR END 26/27	TARGET 26/27	BENCHMARK (Median)	
Satisfaction Home is Safe	73.0%	80.5%		-		-	75.5%	76.8%	**TP05: Home is Safe** Satisfaction that the home is safe
Listening to Tenants	65.2%	61.6%		-		-	67.2%	63.0%	**TP06: Listening to Tenants** Landlord listens to tenants views and acts upon them
Keeping Tenants Informed	65.7%	68.5%		-		-	67.7%	70.9%	**TP07: Keeping Tenants Informed** Landlord keeps tenants informed about things that matter to them
Treating Tenants Fairly	80.1%	87.4%		-		-	82.1%	78.4%	**TP08: Treating Tenants Fairly** Landlord treats tenants fairly and with respect
Handling Complaints	43.4%	30.3%		-		-	45.0%	32.4%	**TP09: Satisfaction Handling Complaints** Satisfaction with the landlords approach to handling complaints
Satisfaction with Communal Areas	63.6%	69.6%		-		-	64.9%	66.6%	**TP10: Satisfaction with Communal Areas** Satisfaction that the landlord keeps communal areas clean and well maintained
Positive Contribution	58.9%	69.2%		-		-	61.0%	64.4%	**TP11: Positive Contribution** Satisfaction that the landlord makes a positive contribution to neighbourhoods
Satisfaction with Handling ASB	50.9%	51.6%		-		-	55.0%	59.6%	**TP12: Satisfaction Handling ASB** Satisfaction with the landlords approach to handling anti-social behaviour

Council KPIs



	YEAR END 25/26	Q1	Q2	Q3	Q4	YEAR END 26/27	TARGET 26/27	BENCHMARK (Median)	
Empty Home Rent Loss	£1,455,978 (1.72%)	£329,500 (1.59%)	£660,744 (1.53%)	-	-	-	1.5%	1.37%	**Empty Home Rent Loss (BH1)** Income lost due to void properties
Rent Collection	100.3%	100.6%	100.3%	-	-	-	99.0%	99.8%	**Rent collection (BH2)** Rent collected as a proportion of rents owed on Housing Revenue Account dwellings.
Barnsley Pound	64.0%	63.0%	61.0%	-	-	-	65.0%	N/A	**Local Spend (BH3)** Spend funds locally supporting the Barnsley economy.
EPC C or Above	44.7%	44.7%	45.3%	-	-	-	45.0%	61.1%	**EPC Ratings (BH4)** Percentage of Properties with an EPC C or above.

Company KPIs

Company KPIs	YEAR END 25/26	Q1	Q2	Q3	Q4	YEAR END 26/27	TARGET 26/27	BENCHMARK (Median)	
Annual Indicator Staff Satisfaction	65.7%	65.1%				-	66.0%	N/A	**Staff Satisfaction (KPI 1)** Employee satisfaction with Berneslai Homes as an employer
Staff Attendance	4.6%	4.21%	5.32%	-	-	-	3.6%	N/A	**Staff Attendance (KPI 2)** Percentage of working days lost due to sickness
Equality Act	13.8%	13.35%	12.70%	-	-	-	15.0%	N/A	**Diversity (KPI 3)** Percentage of staff defining under the Equality Act definition of disability.
Minority Ethnic	3.0%	3.24%	3.35%	-	-	-	4.1%	N/A	**Diversity (KPI 4)** Percentage of minority ethnic staff in total workforce.
Current Tenant Arrears	3.3%	3.1%	3.1%	-	-	-	3.5%	3.5%	**Current Tenant Arrears (KPI 5)** Percentage of Current Tenant Arrears.
Contact Centre	73.1%	67.34%	70.22%	-	-	-	80.0%	N/A	**Contact Centre (KPI 6)** We will answer priority calls in less than 3 minutes (Contact Centre).

Appendix B 2026/27 Quarter Two Council Critical Success Factor Performance.

Indicator Name	Quarterly Figure	Context Related Narrative	Risk Related Narrative	Corrective Actions
Empty Home Rent Loss (previously termed Void Rent Loss)	1.53% (£660,743.92)	Work continues to reduce the number of Empty Homes, with a shared focus from Neighbourhoods, Lettings, Property Services, and partners resulting in a small reduction from quarter 1. Operational oversight continues to be provided by the weekly cross team operational meeting and the strategic oversight meetings. The wider process for Empty homes remains our focus and at present we have engaged external consultancy support through 3C who are completing a strategic review of the end-to-end void process.	The review with 3C will clearly highlight any risks and provide detailed insight into the areas for improvement.	
Rent Collection	98.56%	Despite the continuing financial pressures faced by many households, rent collection performance has remained strong. Although cost of living challenges continue to affect customers' ability to meet household expenses, the service has sustained strong collection levels through a combination of early intervention, targeted customer engagement, and a strong focus on tenancy sustainment. At the end of Quarter 2, the rent collection rate stood at 98.56%, demonstrating continued resilience despite the seasonal challenges typically associated with the summer holiday period. The service has	Quarter 2 incorporated the summer holiday period, which presents an increased operational risk to income collection performance through higher levels of failed payments, reduced customer engagement and lower staffing capacity resulting from annual leave commitments. These risks were mitigated through increased utilisation of Voicescape automation to maintain customer contact and early intervention activity, alongside the flexible deployment of resources across patches to address emerging workload pressures. This approach reduced the likelihood of performance deterioration and ensured	

		maintained this performance through a proactive approach to arrears management, underpinned by the patch-based recovery model, timely interventions, and the effective use of Voicescape technology to support customer contact, payment compliance, and early resolution of arrears. These results reflect both the effectiveness of the current operational approach and the team's ability to adapt resources and maintain performance during periods of increased customer and service pressures.	that customer engagement and recovery activity were sustained throughout the period. Whilst overall Universal Credit customer numbers have reduced, analysis identifies a developing risk within the £250-£750 arrears bands, where balances have increased. This trend is likely driven by ongoing affordability pressures, the residual impact of Universal Credit managed migration and seasonal financial challenges experienced during the summer months. Although the current position remains manageable, continued growth within these cohorts could increase the risk of accounts progressing into higher-value arrears categories if not addressed promptly. The position will therefore remain under close review, with targeted interventions to minimise escalation and mitigate the risk of further arrears growth. The overall Quarter 2 outcome demonstrates that existing controls remain effective, with collection performance continuing to be resilient despite the increased seasonal and economic risks faced during the period.	
Combined Former and Current tenant arrears (%)	9.59%	The current and former tenant arrears position remains strong, reflecting the effectiveness of the service's prevention, engagement, and recovery activities.	To mitigate ongoing cost-of-living pressures, the service will continue to adopt a balanced approach across both current and former tenant arrears, combining early intervention and targeted support with proportionate recovery action.	

		Maintaining low and stable arrears levels is critical in mitigating the risk of income loss and protecting the long-term financial sustainability of the Housing Revenue Account. The current tenant arrears position remains strong and reflects a balanced approach that combines early support and intervention with appropriate enforcement action where engagement and support is not successful. This approach mitigates the risk of arrears escalating to unsustainable levels whilst ensuring that customers experiencing financial difficulty are identified and supported at the earliest opportunity. Our clear and consistent arrears recovery pathway ensures that enforcement action remains timely and proportionate. The effectiveness of this balanced approach is demonstrated by the low number of evictions undertaken during the quarter, with only two evictions carried out in Quarter 2. The former tenant arrears position also remained stable. Midway through Quarter 2, a review of Former tenant arrears performance identified an opportunity to strengthen recovery activity and accelerate case progression, and cases were migrated into Voicescape Caseload Manager, enabling improved case oversight, prioritisation, and escalation.	System monitoring will continue to identify emerging financial difficulties at the earliest opportunity, enabling tailored repayment arrangements, support referrals and proactive customer engagement. For former tenant arrears, enhanced case management and prioritisation through Voicescape will support early contact and timely recovery action, helping to maximise collection opportunities whilst ensuring customers experiencing financial hardship are supported to maintain sustainable repayment commitments. The effective recovery of current tenancy rent arrears continues to be impacted by pressures within the court and enforcement system. Delays in obtaining possession hearing dates and lengthy waiting times for bailiff appointments increase the time taken to conclude cases, allowing arrears balances to grow. To mitigate these risks, the service maintains close working arrangements with the BMBC Legal Team to ensure cases are progressed efficiently and through quarter 2 have taken steps to strengthen robustness of supporting evidence. Alongside this, a continued focus on early intervention, intensive case management and tenancy sustainment activity aims to resolve cases before legal enforcement becomes necessary, reducing both financial risk and dependency on an increasingly pressured court process.	

		This has supported a more proactive approach from the team, with increased focus on customer engagement, payment arrangements, support, and Enforcement Agent escalation where required.		

Appendix C

PRIP Performance Dashboard

2026/27 Quarter 2

BARNSLEY
Metropolitan Borough Council

Wates

berneslai homes

CONTENTS

1. SUMMARY OF RESULTS
2. COMBINED KPI PERFORMANCE
3. PROPERTY SERVICES DASHBOARD
4. WATES DASHBOARD
5. OVERALL WORKS VOLUMES
6. PARTNER COMMENTARY – PSRT
7. PARTNER COMMENTARY – WATES
8. HEALTH AND SAFETY
9. SOCIAL VALUE – PSRT
10. SOCIAL VALUE – WATES
11. BETTER BARNSLEY BOND

SUMMARY OF RESULTS

This is the first quarterly report for 2026/27 produced by BMBC's Strategic Contract Management Team. The report provides a concise display of performance against the agreed suite of KPIs.

By end of Quarter 2, the following results were achieved for the 2026/27 financial year

PARTNER	GREEN	RED
PROPERTY SERVICES REPAIRS	10 (67%)	5 (33%)
WATES	14 (93%)	1 (7%)
COMBINED	24 (80%)	6 (20%)

2 – AVERAGE COMBINED KPI PERFORMANCE

COMBINED KPI PERFORMANCE				
KPI 1 % Of Appointments Kept Target 99.10% Performance 98.59%	**KPI 2A** % of jobs completed on time 24 hours Target 99.50% Performance 99.74%	**KPI 2B** % of jobs completed on time 3 days Target 99.50% Performance 99.84%	**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 99.78%
KPI 3 Voids Turnaround time Target 9 days Performance 6.38 days	**KPI 4** Sub-contracting % value Target 25% Performance 39.96%	**KPI 5** Reportable accidents Target 0 Performance: 0.25	**KPI 6** Gas Safety checks Target 100% Performance 100%	**KPI 7** Overall % customer satisfaction Target 82.50% Performance 85.20%
KPI 8 Major adaptations Target 28 days Performance 21.15 days	**KPI 9** Barnsley Pound Target 75% Performance 73.04%	**KPI 10** % of recycled waste Target 94% Performance 93.08%	**KPI 11** Guaranteed Minimum Price Target 100% Performance 100%	**KPI 12** Minor adaptations Target 7 days Performance 5.36 days

3 - PROPERTY SERVICES DASHBOARD

Property Services Repairs Team			Q1		Q2		Q3		Q4	
KPI	Definition	2026/27 Target	Performance	Trend	Performance	Trend	Performance	Trend	Performance	Trend
KPI 1	Percentage of appointments kept out of total appointments made	99.10%	96.70%	⬆	97.94%	⬆	--%		--%	
KPI 2A	Percentage of 24-hour responsive jobs completed on time	99.50%	99.90%	⬆	99.95%	⬆	--%		--%	
KPI 2B	Percentage of 3-day responsive jobs completed on time	99.50%	100%	⬌	100%	⬌	--%		--%	
KPI 2C	Percentage of 7-day responsive jobs completed on time	99.50%	100%	⬆	99.96%	⬇	--%		--%	
KPI 2D	Percentage of 25-day responsive jobs completed on time	99.50%	99.93%	⬆	99.95%	⬆	--%		--%	
KPI 3	Routine voids turn round time	9 days	6.11 days	⬆	6.20 days	⬇	--days		--days	
KPI 4	Subcontracting as a % of contract value	25%	31.46%	⬇	36.19%	⬇	--%		--%	
KPI 5	Number of reportable accidents per 100 FTE employees	0 Nr	0.48	⬆	0.50	⬇	--		--	
KPI 6	Percentage of properties with a current gas Compliance Certificate	100%	99.99%	⬇	100%	⬆	--%		--%	
KPI 7	Tenant Satisfaction Responsive Repairs	82.50%	86.40%	⬇	87.15%	⬆	--%		--%	
KPI 8	Major adaptations - time from order to completion	28 days	16.69 days	⬇	17.77 days	⬇	--days		--days	
KPI 9	Barnsley Pound	75%	65.58%	⬇	65.97%	⬆	--%		--%	
KPI 10	Percentage Recycled Waste	94%	93.44%	⬆	91.37%	⬇	--%		--%	
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	100%	⬌	100%	⬌	--%		--%	
KPI 12	Minor Adaptation - time from order to completion	7 days	4.47 days	⬆	4.58 days	⬇	-- days		-- days	

4 - WATES DASHBOARD

WATES			Q1		Q2		Q3		Q4	
	Definition	2026/27 Target	Performance	Trend	Performance	Trend	Performance	Trend	Performance	Trend
KPI 1	Percentage of appointments kept out of total appointments made	99.10%	99.30%	↓	99.24%	↓	--%		--%	
KPI 2A	Percentage of 24-hour responsive jobs completed on time	99.50%	99.51%	↓	99.52%	↑	--%		--%	
KPI 2B	Percentage of 3-day responsive jobs completed on time	99.50%	99.83%	↓	99.67%	↓	--%		--%	
KPI 2C	Percentage of 7-day responsive jobs completed on time	99.50%	99.62%	↑	99.57%	↓	--%		--%	
KPI 2D	Percentage of 25-day responsive jobs completed on time	99.50%	99.50%	↓	99.61%	↑	--%		--%	
KPI 3	Routine voids turn round time	9 days	6.75 days	↑	6.55 days	↑	--days		--days	
KPI 4	Subcontracting as a % of contract value	25%	35.27%	↓	43.72%	↓	--%		--%	
KPI 5	Number of reportable accidents per 100 FTE employees	0 Nr	0	↔	0	↔	--		--	
KPI 6	Percentage of properties with a current gas Compliance Certificate	100%	100%	↔	100%	↔	--%		--%	
KPI 7	Tenant Satisfaction Responsive Repairs	82.50%	85.11%	↑	83.25%	↓	--%		--%	
KPI 8	Major adaptations - time from order to completion	28 days	27.64 days	↓	24.53 days	↑	--days		--days	
KPI 9	Barnsley Pound	75%	84.49%	↑	80.10%	↓	--%		--%	
KPI 10	Percentage Recycled Waste	94%	94.49%	↓	94.78%	↑	--%		--%	
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	100%	↑	100%	↔	--%		--%	
KPI 12	Minor Adaptation - time from order to completion	7 days	5.71 days	↓	6.13 days	↓	--days		--days	

5 - OVERALL WORKS VOLUMES

			PSRT		Wates	
	Definition	Target	Volume	Performance	Volume	Performance
KPI 1	Percentage of appointments kept out of total appointments made	99.10%	5724	5606	5153	5114
KPI 2A	Percentage of 24-hour responsive jobs completed on time	99.50%	4171	4169	3347	3331
KPI 2B	Percentage of 3-day responsive jobs completed on time	99.50%	1148	1148	1210	1206
KPI 2C	Percentage of 7-day responsive jobs completed on time	99.50%	2462	2461	2094	2085
KPI 2D	Percentage of 25-day responsive jobs completed on time	99.50%	5553	5550	3860	3845
KPI 3	Routine voids turn round time	9 days	103 Properties	639 Days	65 Properties	426 Days
KPI 4	Subcontracting as a % of contract value	25%	£11.03m	£3.99m	£7.42m	£3.24m
KPI 5	Number of reportable accidents per 100 FTE employees	0 Nr	200.84 FTE	0.50	82.66 FTE	0
KPI 6	Percentage of properties with a current gas compliance certificate	100%	10622	10622	4986	4986
KPI 7	Tenant Satisfaction Responsive Repairs	82.50%	428	373	209	174
KPI 8	Major adaptations - time from order to completion	28 days	57 Properties	1013 Days	72 Properties	1766 Days
KPI 9	Barnsley Pound	75%	£6.33m	£4.18m	£3.69m	£3.08m
KPI 10	Percentage Recycled Waste	94%	385 Tonnes	351.8 Tonnes	292.48 Tonnes	277.2 Tonnes
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	4	4	5	5
KPI 12	Minor Adaptations - time from order to completion	7 days	240 Properties	1098 Days	192 Properties	1777 Days

6 – PARTNER COMMENTARY - PSRT

We are making progress towards KPI1 and have passed the target for October; we believe that going forward and the changes we have made to the timelines that work is released will enable PSRT to meet this KPI.

KPI 10 is still a challenge due to empty homes clearances however, through the Stores outsourcing, we will be moving to a new waste supplier who specialise in recycling or repurposing construction materials. This should have a positive impact on our data and move our results towards a positive target.

The subcontracting KPI4 and Barnsley Pound KPI9 will still be a challenge to PSRT due to the delivery commitments, and Local Authority Procurement Regulations that have been discussed previously.

7 – PARTNER COMMENTARY – WATES

Performance during Quarter 2 of 2026/27 continues to be positive, with a total of 14 Green KPIs achieved.

Barnsley delivered an excellent performance on Barnsley Pound (£) KPI at 80.10%, alongside an outstanding 100% Gas Compliance result.

There is 1 KPI currently showing as a fail, detailed below:

KPI 4 – Subcontractor Spend

Subcontractor spend is above target at 43.72%, Due to major voids and large one off repairs being ordered unpredictably we are unable to direct delivery the work efficiently hence the reliance on our subcontractors, however WPS do feel that certain workstreams should have a joint focus group to work in collaboration with all parties to examine future demand trends with a view of self-delivering some of the work.

While overall performance remains strong, focus is required on reducing subcontractor spend to bring performance back within the target threshold.

8 – HEALTH AND SAFETY

	PROPERTY SERVICES REPAIRS TEAM	WATES
Near Misses (any type, Stops for Stop and Go data)	**1**	**11**
Report acts of aggression (sent back via a form to BH)	**5**	**0**
Incidents/Accidents (less than one day)	**5**	**0**
One day 1 +accidents by type	**1**	**2** **1 x Slips, Trips & Falls** **1 x Power Tools Injury**

In Q2, Wates have undertaken Abrasive Wheel refresher training for all relevant trades and have amended RAMS relating to management of key safes.

In Q2, Property Repair Services Team reported one RIDDOR reportable 10-day absence due to an operative incurring a back injury whilst accessing a stop valve.

9 - SOCIAL VALUE – PSRT

PROPERTY SERVICES REPAIRS TEAM

SOCIAL VALUE	COMMITTED TARGET	Q1	Q2	Q3	Q4	ACHIEVED TARGET	
School Visits	50	44	22	0	0	132%	School Visits (Attendees)
Voluntary Organisation Activity Support	80	137.7	94	0	0	290%	Voluntary Organisation Activity Support (Hours)
Local Barnsley Supply Chain	40	2	0	0	0	5%	Local Barnsley Supply Chain (Attendees)
Work Experience (< 18 Years Old)	25	15	21	0	0	144%	Work Experience (<18 Years Old & >18 Years Old)
Work Experience (> 18 Years Old Repairs)	24	22	22	0	0	183%	Apprentices - Project Initiated (Nr of Persons)
Apprentices - Project Initiated	250	0	108	0	0	43%	Number of Memberships of Local Groups/Working with Business Sponsorship of Local Events/Support Local Charities (Hours)
Number Of Memberships/Support Local Charities	£3,000	0	£7,958.25	0	0	265%	Investing into Local Charities (£ year) in Barnsley
Work Experience < 18 Years Old							

10 - SOCIAL VALUE – WATES

WATES

SOCIAL VALUE	COMMITTED TARGET	Q1	Q2	Q3	Q4	ACHIEVED TARGET	
School Visits	50	5	539	0	0	1088%	School Visits (Attendees)
Voluntary Organisation Activity Support	50	76.5	52.5	0	0	258%	Voluntary Organisation Activity Support (Hours)
Local Barnsley Supply Chain	50	8	25	0	0	66%	Local Barnsley Supply Chain (Attendees)
Work Experience (< 18 Years Old)	8	3	3	0	0	75%	Work Experience (<18 Years Old & >18 Years Old)
Work Experience (> 18 Years Old Repairs)	7	11	15	0	0	371%	Apprentices - Project Initiated (Nr of Persons)
Apprentices - Project Initiated	150	63	88	0	0	101%	Number of Memberships of Local Groups/Working with Business Sponsorship of Local Events/Support Local Charities (Hours)
Number Of Memberships/Support Local Charities	£7,000	£868.00	£20,923.68	0	0	311%	Investing into Local Charities (£ year) in Barnsley
Work Experience < 18 Years Old							

11- BETTER BARNSLEY BOND

Grant Overview

The table below shows the community groups that have been awarded funding to deliver the outcomes and social value objectives of the Better Barnsley Bond grants scheme. This funding was awarded at various points during the year. The providers listed below were successfully awarded a BBB grant during Quarter 2 A full performance report is scheduled following project visits and receipt of monitoring returns.

Project	Provider	Grant
Inclusive Seating	DARTON CC	£4,830.27
Electronic Equipment	MAT	£900.00
Mascot	Scouts 12th Barnsley Air Scouts	£2,390.00
Fibromyalgia and arts and crafts group	Barnsley LiveWell	£2,760.00
Silent Disco	SUICIDE SUCKS!	£4,930.00
Boxing equipment		£4,983.00

Appendix D

BUILDING SAFETY SCORECARD

		2026									2027			Target	Current Position	Total Number	No. Non-Compliant	Current Status
	Reporting Measure	April	May	June	July	August	September	October	November	December	January	February	March					
TSM's	TSM BS01: Gas safety checks	100%	100%	99.97%	99.99%	99.99%	99.99%	No data	No data	No data	No data	No data	No data	100%	99.99%	16,722	1	
	TSM BS02: Fire safety checks	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	1,022	0	
	TSM BS03: Asbestos safety checks	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	3,153	0	
	TSM BS04: Water safety checks	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	887	0	
	TSM BS05: Lift safety checks	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	409	0	
Fire Safety	Fire Risk Assesments (FRA)	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	216	0	
	Fire Detection & Warning	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	120	0	
	Emergency Lighting	100%	100%	100%	100%	93.91%	91.30%	No data	No data	No data	No data	No data	No data	100%	91.30%	115	10	
	Fire Extinguishers	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	306	0	
	Smoke Vents	100%	100%	75.00%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	5	0	
	Fire Blankets	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	46	0	
	Communal Fire Door Inpsections	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	574	0	
	Flat Entrance Fire Door inspections	98.76%	98.76%	99.17%	99.17%	98.97%	99.28%	No data	No data	No data	No data	No data	No data	100%	99.28%	968	7	
	Properties With Smoke/CO Alarms Fitted	99.86%	99.86%	99.87%	99.87%	99.89%	99.89%	No data	No data	No data	No data	No data	No data	100%	99.89%	17,752	19	
Damp, Mould & Disrepair	Damp and Mould Emergency hazards made safe ≤24h	100%	74%	78%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	15	0	
	Damp and Mould Significant hazards investigated ≤10 days	42%	21%	64%	66%	85.50%	97.69%	No data	No data	No data	No data	No data	No data	100%	97.69%	130	3	
	Damp and Mould Safety works initiated ≤5 days	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	1	0	
	Damp and Mould Inspection summaries issued ≤3 days	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	93	0	
	Damp and Mould Works not started on site within `12 weeks	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	0	0	
	HHSRS (CAT1/2) damp / mould risks identified in month	0.01%	0%	0%	0.00%	0.00%	0.00%	No data	No data	No data	No data	No data	No data		0.00%		0	
	Damp and Mould Closed stage 1 complaints	0.02%	0.03%	0.08%	0.05%	0.02%	0.06%	No data	No data	No data	No data	No data	No data		0.06%		10	
	Damp and Mould Closed stage 2 complaints	0.00%	0.03%	0.02%	0.02%	0.02%	0.02%	No data	No data	No data	No data	No data	No data		0.02%		3	
	Disrepair Total live claims (cum in yr)	0.81%	0.97%	0.97%	1.37%	1.39%	1.39%	No data	No data	No data	No data	No data	No data		1.39%		247	
	Disrepair Total live claims relating to damp and mould (cum in yr)	0.84%	0.85%	0.83%	1.14%	1.15%	1.13%	No data	No data	No data	No data	No data	No data		1.13%		201	
Electrical Safety	Electrical Safety Assets on Programme with an in date EICR <10 years	99.98%	99.98%	99.99%	99.99%	99.99%	99.99%	No data	No data	No data	No data	No data	No data	100%	99.99%	17,800	1	
	Electrical Safety Assets on Programme with an in date EICR <5 yrs	99.17%	99.19%	99.26%	99.02%	99.16%	99.45%	No data	No data	No data	No data	No data	No data	100%	99.45%	18,023	99	
Gas Safety	Gas Servicing	100%	100%	99.97%	100%	99.98%	99.99%	No data	No data	No data	No data	No data	No data	100%	99.99%	15,924	1	
	Domestic Properties (Without Gas)	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	685	0	
	Voids Capped	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	96	0	
	Solid Fuel	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	82	0	
Asbestos	Asbestos	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	No data	No data	No data	No data	No data	No data	100%	100.00%	559	0	
Sump Pumps	Sump Pumps	86.57%	88.06%	88.06%	88.06%	89.55%	89.55%	No data	No data	No data	No data	No data	No data	100%	89.55%	67	7	

RAG Status Key	Out of Compliance
	Out of Compliance but all routes to gain access have been followed
	100% Compliant

BUILDING SAFETY SCORECARD

		2026									2027			Target	Current Position	No. Compliant	No. Non-Compliant	Current Status
	Reporting Measure	April	May	June	July	August	September	October	November	December	January	February	March					
Lift Safety	Passenger Lifts / Platform lifts	100%	95%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	20	0	
	Passenger Lifts Insurance Inspections	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	20	0	
	Stairlifts	99.36%	99.15%	99.58%	99.15%	99.79%	100.00%	No data	No data	No data	No data	No data	No data	100%	100.00%	473	0	
	Steplifts	100%	100.00%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	1	0	
	Throughfloor lifts	97.14%	94.74%	100%	100%	97.06%	86%	No data	No data	No data	No data	No data	No data	100%	86%	36	5	
	Hoists	95.00%	100.00%	93.75%	99.21%	93.55%	97.64%	No data	No data	No data	No data	No data	No data	100%	97.64%	127	3	
Water Safety	Legionella risk assessments	99.21%	99.21%	99.21%	99.21%	99.19%	99.19%	No data	No data	No data	No data	No data	No data	100%	99.19%	16,739	136	
	Water Hygiene: Inspection checks - Flushing	100%	99.49%	95.71%	100%	98.84%	98.84%	No data	No data	No data	No data	No data	No data	100%	98.84%	173	2	
	Water Hygiene: Inspection checks - Temperatures	100%	100%	100%	100%	96.61%	100%	No data	No data	No data	No data	No data	No data	100%	100%	58	0	
	Water Hygiene: Inspection checks - Annual Monitoring	100%	100%	100%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	59	0	
Stock Conidtion	Stock Condition Surveys (In Year)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No data	No data	No data	No data	No data	No data	100%	0.00%	3,552	3,552	
	Stock Condition Surveys (5 Year Position)	92.79%	92.84%	92.84%	92.84%	92.84%	92.14%	No data	No data	No data	No data	No data	No data	100%	92.14%	17,712	1,393	
	Energy Performance Certificates	0.00%	0.00%	0.00%	0.00%	0.00%	88.46%	No data	No data	No data	No data	No data	No data	100%	88.46%	17,711	2,044	
	HHSRS (in year programme)	100%	100.00%	100.00%	100%	100%	100%	No data	No data	No data	No data	No data	No data	100%	100%	0	0	
	Decent Home Standard Surveys in Qtr (last)	99.24%	88.65%	88.65%	88.93%	88.92%	99.18%	No data	No data	No data	No data	No data	No data	100%	99.18%	18,597	153	
	Decent Home Standard Remedial Works	42.86%	42.86%	71.43%	80.95%	80.95%	80.95%	No data	No data	No data	No data	No data	No data	100%	80.95%	21	4	
	Decent Home Standard Planned Works	0.00%	0.00%	33.33%	33.33%	50.00%	50.00%	No data	No data	No data	No data	No data	No data	100%	50.00%	12	6	

RAG Status Key	Out of Compliance
	Out of Compliance but all routes to gain access have been followed
	100% Compliant

Creating great homes and communities with the people of Barnsley

Report Title	Repairs, Maintenance and Building Safety Update Quarter 2 - 2026/27	**Confidential**	No
Report Author	Interim Head of Repairs, Maintenance & Building Safety	**Report Status**	For Assurance
Report To	Board 24/11/26	**Officer Contact Details**	Ben Gothard bengothard@berneslaihomes.co.uk

1.0 Executive Summary	This report provides the Board with an integrated update for Quarter 2 of 2026/27 on repairs performance, Awaab's Law and damp and mould compliance, legal disrepair cases, empty homes and related budget pressures. Repairs performance is drawn from the Quarter 2 PRIP Performance Dashboard. Repairs performance was positive overall, with 80% of combined KPIs achieving target. Routine empty homes turnaround was 6.38 days against a 9-day target and customer satisfaction was 85.20% against a target of 82.50%. The in-house service achieved ten of fifteen KPIs and Wates achieved fourteen of fifteen. Improvement remains required in appointment compliance, subcontractor spend, local expenditure, recycling and health and safety. Awaab's Law performance improved during Quarter 2, with 100% legislative compliance across all five measures. Significant hazards investigated within ten working days improved from 83% in August to 100% in September. Weekly operational performance was 100% across all four reported measures for the week commencing 28 September. Sustaining this position remains a priority as winter demand increases. The service is managing 265 live legal disrepair cases, including 232 involving damp and mould; 59 cases are at pre-litigation stage and 19 are being litigated. The September budget report forecasts a £462,000 disrepair underspend because some live cases are not expected to complete by

	year end. Damp, mould and condensation expenditure remains under pressure, with a reported full-year forecast overspend of £1.1 million. Reportable empty homes reduced from 276 to 255 in the week commencing 21 September 2026, the last full reporting week within September, a reduction of 7.6%.
2.0 Recommendations	**The Board is recommended to:** **2.1 Consider the Quarter 2 repairs, damp and mould and disrepair position, the related financial pressures and agree the areas requiring continue oversight.** **2.2 Scrutinise the September Awaab's Law performance update reporting 100% compliance across all 5 legislative measures and the need to sustain this position.** **2.3 Consider the current Legal disrepair status.** **2.4 Consider the significant progress in reducing the number of empty homes during the quarter 2 reporting period.**

3.0 Background

3.1 The report brings together Quarter 2 information for repairs performance, Awaab's Law and damp and mould, legal disrepair, empty homes and associated budget pressures. It is intended to provide assurance on operational delivery, identify areas requiring attention and set out the actions required to sustain improvement.

3.2 The update demonstrates continued improvement in damp and mould performance, with all five reported legislative compliance measures at 100%.

3.3 The work supports Berneslai Homes' priorities to listen and respond to customers, keep tenants safe and warm, and increase efficiency and effectiveness through reliable repairs, timely hazard response and faster reletting of homes.

4.0 Current Position /Issues for Consideration

4.1 Repairs

The draft Quarter 2 dashboard reports 80% of combined KPIs achieving target. The service delivered strong responsive repairs completion, with all four combined completion measures above target, routine empty homes turnaround at 6.38 days against a 9-day target and customer satisfaction at 85.20% against a target of 82.50%. The in-house team achieved ten of fifteen KPIs; Wates achieved fourteen of fifteen. Improvement priorities remain appointment compliance, subcontractor expenditure, Barnsley Pound performance, recycling and accident reduction.

4.2 Awaab's Law and damp and mould

4.2.1 The update reports 100% legislative compliance for emergency hazards investigated and made safe within 24 hours, significant hazards investigated within ten working days, safety works initiated within five working days, inspection summaries issued within three working days and works physically started on site within 12 weeks. Significant-hazard compliance improved from 83% in August to 100% in September. For the week commencing 28 September, all four reported weekly operational measures achieved 100%.

4.2.2 Monthly inspection demand was 150 in September, compared with 102 in August. Continued oversight of demand and delivery will be important in maintaining the improved compliance position through the winter period.

AWAAB'S LAW KPI LEGISLATIVE COMPLIANCE — to September 2026

KPI	Target	Dec	January	February	March	April	May	June	July	July	Aug	Sep ▶	RAG
Emergency hazards investigated and made safe within 24 hours	100%	87%	86%	72%	95%	100%	100%	74%	78%	84%	100%	n/a	▲ GREEN
Significant hazards investigated within 10 working days	100%	38%	50%	63%	17%	42%	42%	21%	58%	37%	83%	100%	▲ GREEN
Safety works initiated within 5 working days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	▲ GREEN
Inspection summaries issued within 3 working days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	▲ GREEN
Works physically started on site within 12 weeks	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	▲ GREEN

4.2.3 The September budget report records year-to-date damp, mould and condensation expenditure of £994,000 and a full-year forecast of £1.9 million, representing a reported £1.1 million overspend. Pressures include £400,000 of backlog works, external survey costs and agency surveyor funding. More robust coding arrangements are being introduced to ensure routine repairs and capital refurbishment works are charged to the appropriate budgets. Work is underway to redefine the damp, mould and condensation budget for complex cases, after which forecasts and the impact on other budget lines will be reviewed.

4.3 Legal disrepair:

4.3.1 The service is managing 265 live legal disrepair cases, including 232 involving damp and mould. Of the total caseload, 59 cases are at the pre-litigation stage and 19 are being litigated, enabling focused management and timely intervention according to each case's position.

4.3.2 Regular joint reviews between the legal and operational teams provide robust oversight of every case and support timely, coordinated action.
This approach has enabled several claims to be successfully defended or resolved before progressing to litigation. The figures above represent the full caseload and therefore include cases at all stages of the legal process.

4.3.3 The September HRA budget report forecasts a year-end underspend of £462,000 on the disrepair budget, reflecting live cases that are not expected to complete by 31 March 2027. This updates the earlier forecast position and reflects the anticipated timing of expenditure rather than a reduction in the need to complete the works.

4.3.4 A prudent baseline allowance of £5,000 is applied to each new claim pending a detailed estimate, ensuring emerging liabilities are recognised at an early stage. Forecasts are actively reviewed and refined as Schedules of Works, partner estimates, valuations and anticipated completion dates are confirmed.

4.3.5 Delivery profiles continue to be monitored, with some live cases expected to complete after 31 March 2027 and associated expenditure moving into 2027/28. Forecasts remain subject to review as works progress and anticipated completion dates are confirmed.

4.4 Disrepair demand overview:

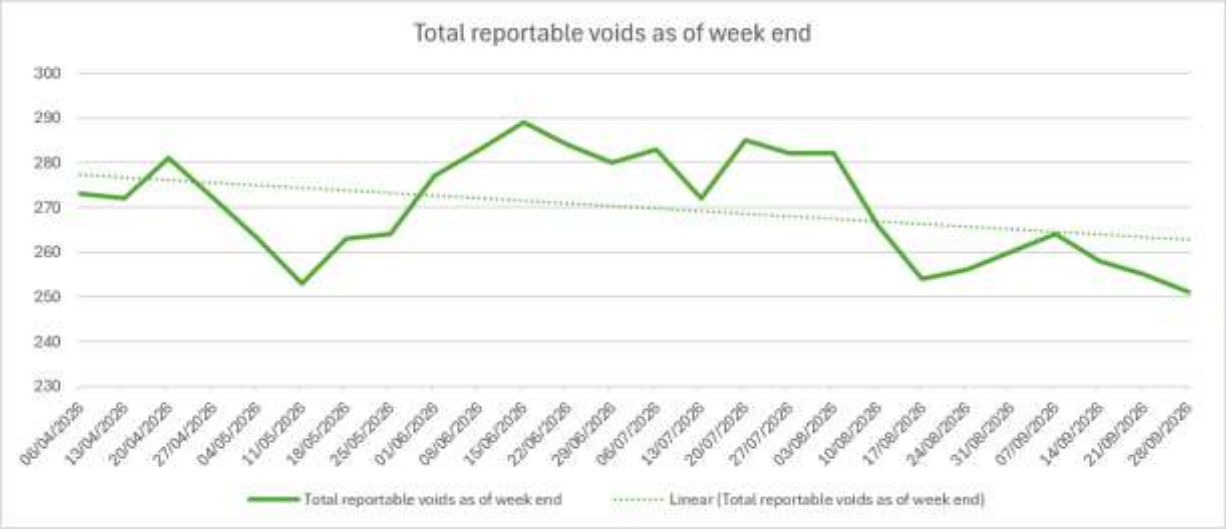
Month	Cases reported
February	2
March	2
April	2
May	2
June	12
July	9
August	9
September	8

4.5 Empty homes: The total number of reportable empty homes reduced from 276 to 255 in the week commencing 21 September 2026, the last full reporting week within September. A strategic empty homes group continues to provide oversight of this reduction.

4.5.1 Looking ahead beyond Quarter 2, properties are expected to be returned for allocation towards the end of November 2026, supporting further progress in reducing empty homes once these properties are relet. However, a likely increase in tenancy terminations in January 2027 may place additional pressure on empty homes numbers and offset some of this improvement. Sustaining the reduction will therefore depend on the balance between properties being relet and new homes becoming empty.

4.5.2 Additionally, work continues with an external review being conducted by 3C consultants on the empty homes process with the intention of identifying areas for improvement and greater efficiency with recommendations due at the end of December 2026.

4.5.3 Empty homes trend chart



5.0 Customer Voice/Impact

5.1 Customers benefit from timely repairs, improved empty homes turnaround and prompt investigation and mitigation of damp and mould hazards. The update reports 100% compliance across all five Awaab's Law legislative measures. Quarter 2 customer satisfaction was 85.20%, exceeding the 82.50% target; clear contact, the Access Policy and documented escalation remain important in managing access difficulties and appointment changes.

6.0 Risk and Risk Appetite

6.1 The principal risk remains failure to sustain statutory Awaab's Law timescales, despite the September update reporting 100% compliance across all five legislative measures. Seasonal demand and pressure on the damp, mould and condensation budget require continued oversight. Mitigations include weekly performance monitoring, strengthened triage, documented access escalation, improved evidence retention, enhanced case reviews, earlier legal engagement and review of expenditure coding and forecasts.

7.0 Strategic Alignment

7.1 The report supports Barnsley 2030 by improving the safety, warmth and availability of homes, responding to customer experience, and increasing service efficiency through stronger operational control and performance management.

a) Listening and responding to our customers
b) Keeping tenants safe and warm
c) Increasing efficiency and effectiveness

8.0 Data Privacy

8.1 The report uses aggregated performance information and does not introduce any new processing of personal data.

9.0 Consumer Regulatory Standards

9.1 This report supports the Safety and Quality Standard through timely repairs and action on damp and mould hazards, and the Transparency, Influence and Accountability Standard through clear performance reporting and use of customer satisfaction evidence.

10.0 Other Statutory/Regulatory Compliance

10.1 The service must comply with Awaab's Law statutory timescales and relevant procurement regulations; any proposals will be progressed through the required governance and approval processes.

11.0 Financial

11.1 Current damp, mould and condensation expenditure is £994,000 year to date with a full-year forecast of £1.9 million, representing a reported £1.1 million overspend.

11.2 The forecast includes pressure from backlog works, external surveys and agency surveyors. Coding and budget ownership are being reviewed, with forecasts to be revisited alongside the impact on other budget lines. Further winter demand remains a financial risk.

11.3 The disrepair budget is forecasting a year-end underspend of £462,000 because some live cases are not expected to complete within 2026/27. Delivery profiles and associated expenditure into 2027/28 remain under review.
Any new contract route or change in capacity will require a separate value-for-money assessment and confirmation of available budget before commitment.

12.0 Human Resources and Equality. Diversity and Inclusion

12.1 Delivery requires sufficient inspection, repairs and contract-management capacity, supported by clear coding, triage and case-review processes.

12.2 Timely hazard response and consistent access arrangements should support equitable outcomes for tenants, including those who may require reasonable adjustments or additional communication support. Any service redesign is screened to determine whether an Equality Impact Assessment is required.

13.0 Sustainability Implications

13.1 Improved first-time repair performance and reduced empty home periods support more efficient use of resources, although recycling performance within the in-house service remains an improvement priority.

14.0 Associated Background Papers

14.1 PRIP Performance Dashboard 2026-27 Q2 DRAFT

14.2 EMT Damp, Mould and Disrepair update – Awaab's Law, week commencing 28 September 2026

15.0 Appendices

N/A

16.0 Glossary

Awaab's Law – statutory response times for hazards including damp and mould
KPI – Key Performance Indicator

Creating great homes and communities with the people of Barnsley

Report Title	Quarterly Risk Update	**Confidential**	No
Report Author	Executive Director of Resources	**Report Status**	For Scrutiny
Report To	Board 24/11/2026	**Officer Contact Details**	Claire Denson, Risk & Governance Manager clairedenson@berneslaihomes.co.uk Sam Roebuck, Head of Strategy, Governance and IT samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	1.1 This report provides Board with assurance that the organisation's key risks continue to be monitored and managed. 1.2 The Audit and Risk Committee reviewed the report on 22 October 2026. 1.3 The Committee noted the full refresh of the risk register, welcomed the updated Fraud Risk Assessment and sought further assurance on cyber resilience, including the response to the recent PHP vulnerability. <u>Customer Voice/Impact</u> 1.4 As this report reviews the organisation's internal risk management arrangements, customer consultation has not been undertaken. However, a number of the strategic and operational risks considered through the risk process relate directly to customer outcomes and the actions taken to manage these risks support service improvement, regulatory compliance and stronger tenant voice and engagement.
2. Recommendation	It is recommended that Board: i. Notes the assurance provided by the Audit and Risk Committee that key risks continue to be identified, assessed, monitored and managed.

3. Background

3.1 This report provides a quarterly update on Berneslai Homes' risk management arrangements, including strategic and operational risks, fraud risk and emergency planning.

4. Current Position/Issues for Consideration

Risk Management Framework

4.1 Work continues to develop and embed the revised Risk Management Framework and new risk system.

4.2 As part of this work, a dedicated risk workshop was held with SMT and EMT on 20 October 2026. The workshop completed a full review of the risk register, from the viewpoint of incorporating three levels of reporting: Corporate, Company and Operational as highlighted in the CEO Update. The risk management policy will be amended accordingly and recommended to Audit & Risk Committee on 27 January 2027 to recommend to Board on 25 February 2028.

4.3 During the risk workshop SMT and EMT considered the risk descriptions, scoring, controls, actions, assurance and risk categories. When finalising the refreshed risk register, consideration will be given the Regulator of Social Housing Sector Risk Profile 2026 (published 22 October 2026). The refreshed risk register will be presented to Audit & Risk Committee on 27 January 2027 for approval to Board.

4.3 The refreshed register includes a new section linking risks to relevant KPIs, supporting alignment with the Assurance Map. These links will be developed further through future risk reviews, and the Assurance Map will continue to be reviewed regularly, with the next update presented to the Audit and Risk Committee in January 2027.

Current Risk Registers

4.7 While the refreshed register is being fully populated and refined, the substance of the risks has not changed. The following section reports on the risks currently recorded in the live register. Board can be assured the relevant risks continue to be monitored and managed during the transition to the refreshed register.

4.8 A number of inherent risks are rated Red. Once current controls are applied, all reduce to a residual rating of Amber or Green, indicating that controls are reducing the exposure to within an acceptable level. The Audit and Risk Committee reviewed the quarterly position and was assured that no risks remain Red after controls are applied.

4.8 All risks are linked to the relevant Risk Appetite, Strategic Objectives and Strategic Priorities.

4.9 Where a residual risk exceeds the agreed appetite, this must be reviewed by EMT. Risks that cannot be brought within appetite are escalated to Board.

4.10 The highest residual risk score is 12 (Amber). The risks at this level are:

a) Failure to recognise, take and manage opportunities for innovation and improvement (Balanced Risk Appetite).
b) Ineffective decision making as a result of poor data quality and fragmented systems and not having a data-driven culture (Averse Risk Appetite).
c) Rising global tensions and economic pressures affecting our costs and ability to deliver services (Cautious Risk Appetite).

4.11 Operational risks with a Red residual score are reported to EMT approximately every six months. The latest report, presented on the 15th September 2026, confirmed there are no Red operational risks. EMT requested a fuller review of risk scores, controls and actions, which formed part of the dedicated EMT and SMT risk session held on the 20th October.

Contingent Liabilities

4.12 The Contingent Liabilities Register monitors risks that could result in a significant financial liability of more than £100,000, depending on future events. There are currently no contingent liabilities to report.

Emergency Planning Update

4.13 At the Audit and Risk Committee meeting on 22 October 2026, members sought assurance on Berneslai Homes' cyber resilience, including the response to a worldwide PHP-related vulnerability identified during October which affected the technology supporting the eForms system. Once Berneslai Homes became aware that the system was affected, the eForms system was taken offline as a precaution while the issue was investigated and appropriate action taken. Given the potential impact, the Head of Service notified EMT and invoked Berneslai Homes' Emergency Response Plan, with the matter managed as a critical incident. The system was restored and returned to normal operation within 24 hours. The Committee was satisfied that the appropriate critical incident arrangements had been followed.

4.14 Preparedness activity has continued, including approval of the annual reviews of Business Continuity Plans. At its meeting on 22 October 2026, the Audit and Risk Committee also discussed the participation of key Berneslai Homes officers in a Council-led civil contingencies exercise in October. The Committee supported further consideration of a joint cyber resilience exercise with the Council and welcomed Internal Audit's planned assurance work on cyber and AI-related risks.

4.15 A refresher session on Business Continuity and Emergency Resilience arrangements was delivered to SMT and EMT on the 20th October 2026 to reinforce roles, responsibilities and organisational readiness.

4.16 At the Committee's request on the 4th September 2026, the risk arising from dependency on key personnel has been considered. Controls include documented procedures, shared access to corporate systems and information, cross-team working and deputy cover where available. Some reliance on individual knowledge remains, but these arrangements reduce the risk of disruption to critical activities.

Fraud and Corruption Update

4.17 The annual Fraud Risk Assessment has been reviewed and updated for 2026. It now incorporates the Failure to Prevent Fraud checklist completed in response to the new legislation, providing ongoing assurance that fraud risks are being identified, assessed and managed appropriately.

4.18 Following review by SMT and approval by EMT in October 2026, the full Fraud Risk Assessment was presented to the Audit and Risk Committee on 22 October 2026. The Committee welcomed its annual review and alignment with the new Failure to Prevent Fraud legislation and was assured that the assessment provides appropriate coverage of the organisation's fraud risks.

5. Risk and Risk Appetite

5.1 Strategic Risk: Non-compliance with legal, regulatory or adopted governance codes. Inherent Risk = 20. Residual Risk = 4. This risk management report provides assurance that risk, control and assurance arrangements continue to support compliance with legal, regulatory and adopted governance requirements.

5.2 Governance Risk Driver: Berneslai Homes recognises governance as a Critical enabler of effective decision-making, transparency, and accountability. We maintain an adverse appetite for governance risk, ensuring that our frameworks, policies, and oversight mechanisms are robust, compliant and aligned with regulatory expectations. While we are open to innovation in governance practices, we prioritise stability, clarity of roles, and assurance processes to safeguard the organisation's integrity and public trust.

6. Strategic Alignment

6.1 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:

(a) Listening and responding to our customers.
(b) Keeping tenants safe and warm.
(c) Improving opportunities for employment and training.
(d) Increasing efficiency and effectiveness.

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 Assessment) is required.

8. Consumer Regulatory Standards

8.1 This report supports oversight of risks linked to the delivery of landlord services, including the controls and assurance in place to manage those risks. This contributes to the Transparency, Influence and Accountability Standard, which requires registered providers to collect and provide information that supports effective scrutiny by tenants of their landlord's performance.

9. Other Statutory/Regulatory Compliance

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

10. Financial

10.1 There are no financial implications arising from this report.

11. Human Resources and Equality, Diversity and Inclusion

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

12. Sustainability Implications

12.1 No specific zero carbon implications from this report.

13. Associated Background Papers on Decision Time

13.1 Live Risk Register for Strategic and Operational Risks.

13.2 RSH Sector Risk Profile 2026.

13.3 The Annual Governance Statement Action Plan is available to view in Decision Time Resources.

14. Appendices

14.1 Appendix A – Strategic Risks – Full details.

Strategic Risk Register report

11th November 2026

Ref	Title	Category	Owner	Inherent	Residual	Movement	Updated
11	Non-compliance with legal, regulatory or adopted governance codes	Consumer Regulation (Averse Risk Appetite)	Rachel Taylor	5 x 4 = 20	2 x 2 = 4	23/03/2026	12/10/2026
01	Non-compliance with the requirements of Awaab's Law	Building Safety (Averse Risk Appetite)	Emma Burton	5 x 5 = 25	3 x 2 = 6	3 x 3 = 9 03/09/2026	05/10/2026
04	Ineffective management of investment in existing homes including planning and delivery of capital works programmes	Asset Management (Balanced Risk Appetite)	Emma Burton	4 x 3 = 12	3 x 2 = 6	2 x 2 = 4 28/04/2026	14/10/2026
15	Income insufficient to meet expenditure requirements on an ongoing basis	Financial Stability (Cautious Risk Appetite)	Stephen Feast	4 x 5 = 20	3 x 3 = 9	23/03/2026	29/04/2026
09	Successful cyber breach involving loss of data and/or significant disruption to our ability to function	Cyber Security (Averse Risk Appetite)	Rachel Taylor	5 x 4 = 20	3 x 3 = 9	2 x 3 = 6 21/09/2026	21/09/2026
07	Failure to meet customer needs and expectations	Consumer Regulation (Averse Risk Appetite)	Dave Fullen	4 x 5 = 20	3 x 3 = 9	3 x 2 = 6 28/04/2026	04/11/2026
17	Failure to govern Artificial Intelligence effectively, resulting in operational, regulatory, cyber security and reputational risks.	Governance (Averse Risk Appetite)	Rachel Taylor	4 x 4 = 16	3 x 3 = 9	07/10/2026	07/10/2026
12	Culture at Berneslai Homes does not support delivery of agreed objectives and values	Strategic Delivery (Balanced Risk Appetite)	Stephen Feast	4 x 4 = 16	3 x 3 = 9	23/03/2026	27/05/2026
02	Environmental objectives are not delivered and net zero targets not met	Sustainability (Cautious Risk Appetite)	Emma Burton	4 x 4 = 16	3 x 3 = 9	2 x 2 = 4 28/04/2026	14/10/2026
05	Insufficient skilled and motivated workforce to deliver services effectively	Workforce (Balanced Risk Appetite)	Rachel Taylor	4 x 4 = 16	3 x 3 = 9	14/04/2026	21/09/2026
08	Increased customer hardship and reduced community cohesion	Customer Experience (Balanced Risk Appetite)	Dave Fullen	3 x 5 = 15	3 x 3 = 9	23/03/2026	04/11/2026

Ref	Title	Category	Owner	Inherent	Residual	Movement	Updated
10	Poor reputation or relationships with stakeholders	Reputation (Cautious Risk Appetite)	Stephen Feast	5 x 3 = 15	3 x 3 = 9	☆ 14/04/2026	11/09/2026
03	Reactive repairs services are not delivered efficiently and effectively	Customer Experience (Balanced Risk Appetite)	Emma Burton	3 x 4 = 12	3 x 3 = 9	↑ 3 x 2 = 6 28/04/2026	05/10/2026
16	Failure to support BMBC to deliver the opportunity to build new Council homes.	Strategic Delivery (Balanced Risk Appetite)	Stephen Feast	2 x 5 = 10	2 x 5 = 10	☆ 16/09/2026	16/09/2026
06	Ineffective decision making as a result of poor data quality and not having a data-driven culture	Data Quality & Integrity (Averse Risk Appetite)	Rachel Taylor	4 x 4 = 16	3 x 4 = 12	☆ 23/03/2026	12/10/2026
14	Rising global tensions and economic pressures affecting our costs and ability to deliver services	Financial Stability (Cautious Risk Appetite)	Rachel Taylor	4 x 4 = 16	3 x 4 = 12	↑ 4 x 2 = 8 28/04/2026	21/09/2026
13	Failure to recognise, take and manage opportunities for innovation & improvement	Strategic Delivery (Balanced Risk Appetite)	Stephen Feast	3 x 5 = 15	3 x 4 = 12	↑ 3 x 3 = 9 28/04/2026	07/05/2026

Movement Key:

- ✕ Score has never been set
- ☆ No change in score since first set
- ↺ Score has been reset
- <> Scoring updated, but no change in total
- ↓ Score decreased since date
- ↑ Score increased since date

01 - Non-compliance with the requirements of Awaab's Law

Owned by Emma Burton

Description: IF the organisation does not fully understand or implement the statutory requirements of Awaab's Law, due to: lack of understanding of the requirements; staff not being adequately trained or not adhering to policy; insufficient resources; and IT systems that do not support effective tracking... THEN there is a risk that the organisation does not fully comply with the requirements of Awaab's Law, LEADING TO customer dissatisfaction and complaints; potential harm to customers; and potential regulatory intervention.

Risk Register: Strategic Risk Register

Risk Category: Building Safety (Averse Risk Appetite)

Risk Status: Active

Strategic Priorities: Keeping tenants safe and warm

Strategic Objective: Successful and well-managed company

Directorate: Property Services

Inherent (Initial)	5	x	5	25	Residual Risk	3	x	2	6

Control	Owner	Last Review	Next Review	Updated
Awaab's Law Yorkshire governance group	Emma Burton	09/07/2026		16/09/2026
Investment in resources for the Damp & Mould Team	Emma Burton	09/07/2026	01/07/2027	16/09/2026

Control	Owner	Last Review	Next Review	Updated
Damp and Mould Project Plan for Phase 1,2 and 3	Emma Burton	09/07/2026	09/07/2027	16/09/2026
Learning from Housing Ombudsman determinations and sector-wide publications	Toni Allen	07/07/2026		04/11/2026
Setting Investment Programme with Council	Emma Burton	05/10/2026	31/01/2027	05/10/2026
Damp & Mould Policy	Emma Burton	01/06/2026	31/03/2027	16/09/2026
EMT monitoring report - damp and mould	Emma Burton	17/03/2026	09/07/2027	16/09/2026
Ongoing CPD and learning	Emma Burton			16/09/2026
Process maps for damp and mould for Phase 1 Awaab's Law	Emma Burton	09/07/2026	31/03/2027	16/09/2026
Council Service Agreement Core Group covers damp and mould updates regularly	Emma Burton	19/12/2025	31/03/2027	16/09/2026
HHSRS training	Emma Burton			16/09/2026
Damp and Mould weekly meeting	Lucy Levitt	09/07/2026	09/07/2027	21/09/2026
Customer Services Committee and Board regular Damp and Mould reporting	Emma Burton	31/03/2026		16/09/2026
ALMO NFA Damp and Mould external meeting attendance	Emma Burton		09/06/2027	16/09/2026
NEC / Power BI damp and mould section	Emma Burton	20/03/2026	31/03/2027	16/09/2026
HouseMark monthly and quarterly reporting to	Emma Burton	09/07/2026	31/03/2027	16/09/2026
Gap analysis for Awaab's Law Phase 1	Emma Burton	09/07/2026	31/03/2027	16/09/2026
Damp and Mould basics training	Lucy Levitt	30/04/2026	31/03/2027	21/09/2026

Action	Owner	Due Date	Completed	Status
HHSRS training	Hannah Darwin	01/07/2026	31/05/2026	Green
HouseMark damp and mould gap analysis	Emma Burton	21/06/2026	14/05/2026	Green

15 - Income insufficient to meet expenditure requirements on an ongoing basis

Owned by Stephen Feast

Description: IF the organisation's income is insufficient to meet ongoing expenditure requirements, due to: Housing Revenue Account (HRA) resources being under pressure; ineffective financial management; ineffective allocation of resources; and increasing costs... THEN there is a risk that income is insufficient to meet ongoing expenditure requirements and maintain financial sustainability... LEADING TO: reduced resources available to support tenants; increased staff turnover; an inability to achieve value for money; and reduced staff morale.

Risk Register: Strategic Risk Register

Risk Category: Financial Stability (Cautious Risk Appetite)

Risk Status: Emerging

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

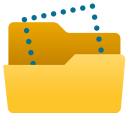
Directorate: Chief Executive

Inherent (Initial) 4 x 5 20 Residual Risk 3 x 3 9

Control	Owner	Last Review	Next Review	Updated
Financial Statements prepared on the going concern basis	Rachel Taylor			08/04/2026
Budget business partnering meetings	Lydia McMath			08/04/2026
BMBC relationship is actively maintained through regular engagement and collaboration.	Stephen Feast			17/04/2026
Financial Sustainability Strategy	Rachel Taylor		31/12/2026	06/07/2026

Control	Owner	Last Review	Next Review	Updated
Management Accounts monthly	Rachel Taylor			23/10/2026
Financial Regulations	Rachel Taylor			17/04/2026

Action	Owner	Due Date	Completed	Status



No Actions added

11 - Non-compliance with legal, regulatory or adopted governance codes

Owned by Rachel Taylor

Description: IF the organisation lacks awareness of legal requirements, regulatory obligations and adopted governance codes, has poor Board and leadership recruitment or succession planning, or has inadequate resources, THEN it may fail to comply with statutory, regulatory and governance requirements, LEADING TO regulatory intervention, fines or costs of rectification, reputational damage, and potentially the loss of independent ALMO status.

Risk Register: Strategic Risk Register

Risk Category: Consumer Regulation (Averse Risk Appetite)

Risk Status: Potential

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

Directorate: Resources

Inherent (Initial) 5 x 4 20 Residual Risk 2 x 2 4

Control	Owner	Last Review	Next Review	Updated
Learning from Housing Ombudsman determinations and sector-wide publications	Toni Allen	07/07/2026		04/11/2026
Board Succession Planning policy and reporting to Board	Claire Denson			08/04/2026
Annual Governance Statement	Claire Denson			08/04/2026
Corporate Assurance and Agreed Management Actions	Claire Denson			10/08/2026

Control	Owner	Last Review	Next Review	Updated
Annual Business Action Plan	Samantha Roebuck			10/04/2026
BH/BMBC Governance framework	Rachel Taylor			10/04/2026
Financial Statements prepared on the going concern basis	Rachel Taylor			08/04/2026
Golden Thread Management Plan	Mike Parker			
External governance groups provide insight and assurance through national and regional leadership involvement	Rachel Taylor			21/09/2026
RSH Standards Self-Assessment	Toni Allen			11/09/2026
Consumer Standards Oversight Board with BMBC	Dave Fullen			27/05/2026
DTP governance reviews	Claire Denson			23/03/2026
Housing Ombudsman Code Annual Self-Assessment	Toni Allen	22/09/2026		04/11/2026
TPAS review on tenant engagement and governance.	Toni Allen			11/09/2026
BMBC Services Agreement oversight	Stephen Feast		20/03/2027	17/04/2026
BMBC relationship is actively maintained through regular engagement and collaboration.	Stephen Feast			17/04/2026
Board Annual Development Programme	Claire Denson			23/03/2026
External financial networks and advisors	Faye Williams			
NHF Code of Governance annual self-assessment	Claire Denson			21/09/2026
Oversight of KPIs by EMT and Board	Rachel Taylor			

Control	Owner	Last Review	Next Review	Updated
Financial Regulations	Rachel Taylor			17/04/2026

Action	Owner	Due Date	Completed	Status
Report to Audit & Risk Committee on changes to financial reporting standards	Rachel Taylor	22/10/2026	22/10/2026	Green

09 - Successful cyber breach involving loss of data and/or significant disruption to our ability to function

Owned by Rachel Taylor

Description: IF there is a successful malicious cyber attack; and staff lack of awareness or carelessness... THEN there is a risk of a successful cyber security breach resulting in loss of data and/or significant disruption to the organisation's ability to function... LEADING TO: customer dissatisfaction, increased complaints and potentially harm or distress; and increased costs.

Risk Register: Strategic Risk Register

Risk Category: Cyber Security (Averse Risk Appetite)

Risk Status: Potential

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

Directorate: Resources

Inherent (Initial)	5	x	4	20	Residual Risk	3	x	3	9

Control	Owner	Last Review	Next Review	Updated
Mandatory Data Protection and Info Gov eLearning	Donna Grieves	04/09/2026	31/01/2027	04/09/2026
Team Briefs on Data Protection & Info Gov regularly	Donna Grieves	04/09/2026	31/01/2027	04/09/2026
BMBC IT Cyber Security protection of systems	Samantha Roebuck			21/09/2026

Control	Owner	Last Review	Next Review	Updated
Business Continuity plans to mitigate failure of core systems	Claire Denson	18/08/2026		21/09/2026
BMBC Cyber Security resource dedicated to BH	Samantha Roebuck			

Action	Owner	Due Date	Completed	Status



No Actions added

07 - Failure to meet customer needs and expectations

Owned by Dave Fullen

Description: IF Berneslai Homes does not consistently understand and respond to customer needs and expectations, due to: poor customer data; a lack of understanding and empathy; and insufficient resources to deliver services... THEN there is a risk that Berneslai Homes does not consistently meet customer needs and expectations in line with agreed service standards and commitments... LEADING TO customer dissatisfaction, increased complaints and reputational damage; a potential Regulatory Standard for Social Housing (RSH) consumer downgrade; and a potential risk to the organisation's ALMO status.

Risk Register: Strategic Risk Register

Risk Category: Consumer Regulation (Averse Risk Appetite)

Risk Status: Active

Strategic Priorities: Listening and responding to our customers

Strategic Objective: Excellent customer services

Directorate: Customer and Estate Services

Inherent (Initial)	4	x	5	20	Residual Risk	3	x	3	9

Control	Owner	Last Review	Next Review	Updated
Building Together Cultural Programme	Carla Wragg			10/04/2026
Housing online collects tenant data	Toni Allen			11/09/2026
Customer Services Committee tenant membership with direct link to TVP	Dave Fullen			
Customer Insight and Engagement Strategy	Toni Allen			11/09/2026

Control	Owner	Last Review	Next Review	Updated
Strategic Plan	Samantha Roebuck			08/04/2026
Vulnerability Protocol	Dave Fullen			08/04/2026
Value for Money Strategy	Rachel Taylor			08/04/2026
RSH Standards Self-Assessment	Toni Allen			11/09/2026
Consumer Standards Oversight Board with BMBC	Dave Fullen			27/05/2026
Housing Ombudsman Code Annual Self-Assessment	Toni Allen	22/09/2026		04/11/2026
Data Strategy and action plan	Kimberley Curry		31/03/2027	21/09/2026
Lettings routine analysis and actions	Chloe Allott			
Communications Strategy	Siobhan Dransfield	06/11/2026		06/11/2026
Customer feedback insights - framework for learning	Toni Allen			11/09/2026
Tenant involvement in performance monitoring	Dave Fullen			
Complaints Policy and Procedure	Toni Allen		31/01/2027	04/11/2026

Action	Owner	Due Date	Completed	Status
Knowing your Customers Project	Toni Allen	31/10/2027		Green

06 - Ineffective decision making as a result of poor data quality and not having a data-driven culture

Owned by Rachel Taylor

Description: IF decision making is undermined by poor data quality, including incomplete, inconsistent or outdated information, duplication across datasets, and records held across multiple unconnected systems, due to: data being held within and processed via multiple spreadsheets; a lack of up to date and accurate data; a lack of ownership and care in relation to data quality; and the careless use of AI tools in processing data... THEN there is a risk that decision making is ineffective as a result of poor data quality... LEADING TO: poor service to customers; potential compliance issues; reputational damage; and increased costs and poor value for money.

Risk Register: Strategic Risk Register

Risk Category: Data Quality & Integrity (Averse Risk Appetite)

Risk Status: Active

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

Directorate: Resources

Inherent (Initial)					Residual Risk				
	4	x	4	16		3	x	4	12

Control	Owner	Last Review	Next Review	Updated
AI integrated into current policies	Kimberley Curry			08/04/2026
Data validation – independent audit	Samantha Roebuck			08/04/2026

Control	Owner	Last Review	Next Review	Updated
Data Logic data validation tool	Kimberley Curry			10/04/2026
Golden Thread Management Plan	Mike Parker			
Routine data reconciliation and checks	Samantha Roebuck			08/04/2026
Data Strategy and action plan	Kimberley Curry		31/03/2027	21/09/2026

Action	Owner	Due Date	Completed	Status
Determine and implement an organisational culture, inc database decision-making	Stephen Feast	30/09/2027		Green

14 - Rising global tensions and economic pressures affecting our costs and ability to deliver services

Owned by Rachel Taylor

Description: IF rising global tensions and economic pressures increase costs and disrupt normal operating conditions, due to: continued unrest in the Middle East affecting global oil supply... THEN there is a risk that rising global tensions and economic pressures adversely affect the organisation's costs and its ability to deliver services... LEADING TO: increased cost of living pressures on staff and customers; increased costs to the business; and disruption to service delivery, including an inability to access fuel to deliver services to homes and staff being unable to attend offices.

Risk Register: Strategic Risk Register

Risk Category: Financial Stability (Cautious Risk Appetite)

Risk Status: Potential

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

Directorate: Resources

Inherent (Initial) 4 x 4 16 Residual Risk 3 x 4 12

Control	Owner	Last Review	Next Review	Updated
Global crisis monitoring and assessment of organisational impacts	Stephen Feast			21/09/2026
Business Continuity plans to mitigate failure of core systems	Claire Denson	18/08/2026		21/09/2026
HRA financial and delivery oversight meetings	Stephen Feast			06/07/2026

Control	Owner	Last Review	Next Review	Updated
HRA Financial Monitoring monthly meetings	Stephen Feast			06/07/2026

Action	Owner	Due Date	Completed	Status



No Actions added

17 - Failure to govern Artificial Intelligence effectively, resulting in operational, regulatory, cyber security and reputational risks.

Owned by Rachel Taylor

Description: IF Berneslai Homes does not govern, control and oversee the use of Artificial Intelligence effectively, due to: the absence of a clear AI governance framework and policy; uncontrolled use of AI tools by employees; insufficient staff awareness and training; inadequate data protection and information security controls; weak oversight and validation of AI-generated outputs; rapid adoption of AI technologies without appropriate risk assessment; the use of unapproved third-party platforms; and increasing threats such as AI-enabled phishing emails and payment diversion fraud... THEN there is a risk that Artificial Intelligence is used inappropriately, insecurely or without sufficient oversight across the organisation... LEADING TO: data breaches or the loss of sensitive information; regulatory investigation, enforcement action or non-compliance with legal and regulatory requirements; poor strategic, operational or customer-focused decision-making based on inaccurate or unvalidated AI outputs; financial loss arising from fraud, cyber attacks or operational failures; cyber security incidents affecting systems, data or service availability; service failures impacting tenants and stakeholders; inaccurate reporting provided to EMT, Board, regulators or other stakeholders; reputational damage; and reduced stakeholder confidence in the organisation.

Risk Register: Strategic Risk Register

Risk Category: Governance (Averse Risk Appetite)

Risk Status: Emerging

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

Directorate: Resources

Inherent (Initial)	4	x	4	16	Residual Risk	3	x	3	9

Control	Owner	Last Review	Next Review	Updated
Mandatory Data Protection and Info Gov eLearning	Donna Grieves	04/09/2026	31/01/2027	04/09/2026
AI integrated into current policies	Kimberley Curry			08/04/2026
Copilot monitored by BMBC	Samantha Roebuck			
BMBC IT Cyber Security protection of systems	Samantha Roebuck			21/09/2026
Transformation Board	Rachel Taylor			10/04/2026
Copilot training to users	Paul Roby			
Information Governance Board	Samantha Roebuck	04/09/2026	30/06/2027	04/09/2026
BMBC Cyber Security resource dedicated to BH	Samantha Roebuck			
BMBC payment controls and segregation of duties	Faye Williams			07/10/2026
Company policy to only use Copilot.	Samantha Roebuck			07/10/2026

Action	Owner	Due Date	Completed	Status
Oversight procedure for building BOTs and Agents	Samantha Roebuck	31/03/2027		Green
AI comms to all staff	Samantha Roebuck	30/11/2026		Green
Establish Board and EMT oversight of AI risks and opportunities	Samantha Roebuck	31/10/2027		Green

12 - Culture at Berneslai Homes does not support delivery of agreed objectives and values

Owned by Stephen Feast

Description: IF the culture at Berneslai Homes does not consistently support the behaviours, accountability and ways of working required, due to: staff not being aware of the organisation's objectives and values; staff not supporting agreed objectives and/or values; a lack of commercial and financial acumen; and a lack of inclusive behaviour... THEN there is a risk that the culture at Berneslai Homes does not support the delivery of agreed objectives and values... LEADING TO: customer satisfaction falling below target; and staff demotivation and retention issues.

Risk Register: Strategic Risk Register

Risk Category: Strategic Delivery (Balanced Risk Appetite)

Risk Status: Potential

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

Directorate: Chief Executive

Inherent (Initial) 4 x 4 16 Residual Risk 3 x 3 9

Control	Owner	Last Review	Next Review	Updated
Building Together Cultural Programme	Carla Wragg			10/04/2026
Learning and Development Annual Plan	Carla Wragg			10/04/2026
Leadership & Management Development	Carla Wragg			08/04/2026

Control	Owner	Last Review	Next Review	Updated
People Strategy	Carla Wragg			10/04/2026
Recruitment and Selection Policy and procedures	Nicola Scott			21/09/2026
Staff Engagement Groups	Carla Wragg			10/04/2026
PDR and 121 Process on Inspire and monitored	Nicola Scott		31/03/2027	21/09/2026

Action	Owner	Due Date	Completed	Status
Determine and implement an organisational culture, inc database decision-making	Stephen Feast	30/09/2027		Green

02 - Environmental objectives are not delivered and net zero targets not met

Owned by Emma Burton

Description: IF the environmental strategy is not fully developed or funded, and future needs relating to stock condition and locality are not fully understood... THEN there is a risk that Berneslai Homes/BMBC does not deliver its environmental objectives and net zero commitments in line with agreed plans and timescales... LEADING TO reputational damage; and harm or distress for tenants living in homes with inadequate thermal comfort.

Risk Register: Strategic Risk Register

Risk Category: Sustainability (Cautious Risk Appetite)

Risk Status: Active

Strategic Priorities: Keeping tenants safe and warm

Strategic Objective: Sustainable communities

Directorate: Property Services

Inherent (Initial)					Residual Risk				
	4	x	4	16		3	x	3	9

Control	Owner	Last Review	Next Review	Updated
Sustainability Strategy 2022-2027 with a clear action plan	Emma Burton	19/02/2026	20/03/2027	16/09/2026
Partnerships with net zero interventions	Mandy Smith	02/07/2026	05/01/2027	05/10/2026
Asset Management Strategy 2026-31	Jarrod Waistnidge	24/09/2026		05/10/2026
Annual stock condition survey to meet 100% within the next 2 years	Jarrod Waistnidge			21/09/2026

Control	Owner	Last Review	Next Review	Updated
Capital Programme development and prioritisation	Emma Burton			16/09/2026
Achieve EPC by 2030 funding and plan in place	Jarrod Waistnidge		24/12/2026	15/10/2026
NEC Asset Management module	Jarrod Waistnidge			

Action	Owner	Due Date	Completed	Status
Options Appraisal Process joint working with Council	Stephen Feast	31/12/2026		Green
NEC Asset Management module	Jarrod Waistnidge	21/04/2026	20/04/2026	Green

05 - Insufficient skilled and motivated workforce to deliver services effectively

Owned by Rachel Taylor

Description: IF the organisation does not maintain a sufficiently skilled, motivated and resilient workforce with the capacity and capability required, due to: ineffective leadership and management; a toxic culture where poor performance is accepted and inappropriate behaviour goes unchallenged; managers failing to progress permanent recruitment and relying instead on agency resources; national and local skills shortages; ineffective recruitment practices; non competitive pay and working environment; a lack of appropriate training; and the potential impact of mandatory training requirements (competence and conduct) leading some staff to leave... THEN there is a risk that the organisation does not have a sufficiently skilled, motivated and resilient workforce to deliver services effectively and consistently... LEADING TO customer dissatisfaction and an increase in complaints; increased pressure on remaining staff; additional costs, including reliance on agency staff; and potential regulatory concern.

Risk Register: Strategic Risk Register

Risk Category: Workforce (Balanced Risk Appetite)

Risk Status: Active

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

Directorate: Resources

Inherent (Initial)	4	x	4	16	Residual Risk	3	x	3	9

Control	Owner	Last Review	Next Review	Updated
Building Together Cultural Programme	Carla Wragg			10/04/2026
Local Government Terms & Conditions nationally negotiated	Carla Wragg			08/04/2026

Control	Owner	Last Review	Next Review	Updated
Learning and Development Annual Plan	Carla Wragg			10/04/2026
People Strategy	Carla Wragg			10/04/2026
Recruitment and Selection Policy and procedures	Nicola Scott			21/09/2026
PDR and 121 Process on Inspire and monitored	Nicola Scott		31/03/2027	21/09/2026

Action	Owner	Due Date	Completed	Status
Determine and implement an organisational culture, inc database decision-making	Stephen Feast	31/03/2028		Green
Recruitment Approach for PS heads of service	Emma Burton	31/03/2027		Green

13 - Failure to recognise, take and manage opportunities for innovation & improvement

Owned by Stephen Feast

Description: IF Berneslai Homes does not recognise, take forward or effectively manage opportunities for innovation and continuous improvement, due to: focusing internally without sufficient awareness of external sector and non sector innovation; an operational rather than strategic mindset; a lack of resources to pursue opportunities; an inability to manage significant change; and a lack of investment in organisational development... THEN there is a risk that Berneslai Homes fails to recognise, take and manage opportunities for innovation and improvement in line with its strategic objectives... LEADING TO: inefficiency in service delivery; poor value for money; customer dissatisfaction; and reputational damage.

Risk Register: Strategic Risk Register

Risk Category: Strategic Delivery (Balanced Risk Appetite)

Risk Status: Active

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

Directorate: Chief Executive

Inherent (Initial)	3	x	5	15	Residual Risk	3	x	4	12

Control	Owner	Last Review	Next Review	Updated
Building Together Cultural Programme	Carla Wragg			10/04/2026
Annual Business Action Plan	Samantha Roebuck			10/04/2026
Strategic Plan	Samantha Roebuck			08/04/2026

Control	Owner	Last Review	Next Review	Updated
Leadership & Management Development	Carla Wragg			08/04/2026
Transformation Board	Rachel Taylor			10/04/2026
Financial Sustainability Strategy	Rachel Taylor		31/12/2026	06/07/2026

Action	Owner	Due Date	Completed	Status



No Actions added

08 - Increased customer hardship and reduced community cohesion

Owned by Dave Fullen

Description: IF external and local factors increase customer vulnerability and place pressure on communities, due to: the cost of living crisis, potentially worsening as a result of global and national politics and economic conditions; and local political divisiveness... THEN there is a risk of increased customer hardship and reduced community cohesion, affecting the organisation's ability to support stable and resilient communities... LEADING TO: a rise in anti social behaviour (ASB), domestic violence and/or civil disturbances; an increase in rent arrears; increased demand on already stretched organisational resources; a personal safety threat to staff; and potentially increased staff turnover.

Risk Register: Strategic Risk Register

Risk Category: Customer Experience (Balanced Risk Appetite)

Risk Status: Active

Strategic Priorities: Keeping tenants safe and warm

Strategic Objective: Sustainable communities

Directorate: Customer and Estate Services

Inherent (Initial)					Residual Risk				
	3	x	5	15		3	x	3	9

Control	Owner	Last Review	Next Review	Updated
Rent arrears management process	Sanchia Waite			23/06/2026
Voicescape Engage module used for triaging tenant support	Toni Allen			11/09/2026
Violence and Aggression form and procedure	Ian Bell			08/04/2026

Control	Owner	Last Review	Next Review	Updated
Vulnerability Protocol	Dave Fullen			08/04/2026
Domestic abuse target hardening fund	Dave Fullen			08/04/2026
BMBC support packages signposting	Liam Davies			08/04/2026
Health and Wellbeing Strategy	Nicola Scott			17/04/2026
ASB Team working with the Council	Liam Davies			09/07/2026
Tenants First support service	Liam Davies			09/07/2026
Neighbourhood Officers increased by 8 posts	Liam Davies			09/07/2026
Communications Strategy	Siobhan Dransfield	06/11/2026		06/11/2026
Domestic Violence partnership - linked in with	Liam Davies			09/07/2026
Staff Engagement Groups	Carla Wragg			10/04/2026
Downsize support is available to tenants seeking to move to more appropriate housing.	Chloe Allott			17/04/2026

Action	Owner	Due Date	Completed	Status



No Actions added

10 - Poor reputation or relationships with stakeholders

Owned by Stephen Feast

Description: IF the organisation does not maintain effective, constructive relationships with key stakeholders, due to: a lack of mutual understanding and respect; changes in Barnsley MBC political leadership; changes in Berneslai Homes leadership; decisions that are perceived by stakeholders to be wrong or unfair; and negative press coverage or social media activity... THEN there is a risk that the organisation experiences a poor reputation or ineffective relationships with key stakeholders... LEADING TO: recruitment and retention issues being exacerbated; a decrease in satisfaction and an increase in complaints; unsuccessful funding bids; and further negative press or social media activity.

Risk Register: Strategic Risk Register

Risk Category: Reputation (Cautious Risk Appetite)

Risk Status: Potential

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Partnership working

Directorate: Chief Executive

Inherent (Initial)	5	x	3	15	Residual Risk	3	x	3	9

Control	Owner	Last Review	Next Review	Updated
Building Together Cultural Programme	Carla Wragg			10/04/2026
BH/BMBC Governance framework	Rachel Taylor			10/04/2026
Website information transparent and accessible to tenants	Toni Allen			11/09/2026

Control	Owner	Last Review	Next Review	Updated
Barnsley Chronicle engagement maintained through quarterly meetings with Editor and BH CEO and Strategic Comms Manager	Siobhan Dransfield	06/11/2026		06/11/2026
Customer Insight and Engagement Strategy	Toni Allen			11/09/2026
Strategic Plan	Samantha Roebuck			08/04/2026
Stakeholder map and management action plan	Stephen Feast		31/03/2027	06/11/2026
Membership of strategic partnerships	Stephen Feast			
Customer Satisfaction surveys	Faye Williams		20/03/2027	04/11/2026
BMBC relationship is actively maintained through regular engagement and collaboration.	Stephen Feast			17/04/2026
Customer feedback insights - framework for learning	Toni Allen			11/09/2026

Action	Owner	Due Date	Completed	Status



No Actions added

03 - Reactive repairs services are not delivered efficiently and effectively

Owned by Emma Burton

Description: IF reactive repairs services are not adequately resourced or managed, due to: insufficient funding in the context of rising costs; inadequate contract management; recruitment and retention issues; and reliance on delivery partners, including Wates... THEN there is a risk that reactive repairs services are not delivered efficiently and effectively, in line with expected service standards... LEADING TO an increasing backlog of repair work; and dissatisfied customers and an increase in complaints.

Risk Register: Strategic Risk Register

Risk Category: Customer Experience (Balanced Risk Appetite)

Risk Status: Active

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

Directorate: Property Services

Inherent (Initial)	3	x	4	12	Residual Risk	3	x	3	9

Control	Owner	Last Review	Next Review	Updated
PRIP monthly reporting validated by Council	Emma Burton		20/03/2027	16/09/2026
Asset and Building Safety Board oversight	Emma Burton		20/03/2027	16/09/2026
Regular repairs delivery meetings between Council and contract partners	Emma Burton		09/07/2027	16/09/2026
Service Improvement Plan	Ben Gothard	01/09/2026	01/01/2027	

Control	Owner	Last Review	Next Review	Updated
NEC / DRS Scheduling and appointment functionality improved	John Lees		20/03/2027	08/04/2026
Process maps for repairs and voids	Emma Burton		30/10/2026	16/09/2026
Customer Satisfaction surveys	Faye Williams		20/03/2027	04/11/2026
Board Oversight of Repairs Performance (TSMs)	Emma Burton		20/03/2027	16/09/2026
BMBC Services Agreement oversight	Stephen Feast		20/03/2027	17/04/2026
HRA Financial Monitoring monthly meetings	Stephen Feast			06/07/2026
Repairs Clarification document	Emma Burton		20/03/2027	16/09/2026
Repairs performance reported to EMT and Board quarterly	Emma Burton		20/03/2027	16/09/2026
Task Focus Groups - Operational, People, Financial, Performance (KPIs)	Emma Burton		30/10/2026	16/09/2026
Property Services Service Improvement Plan	Emma Burton			16/09/2026
Repairs & Maintenance Policy 2024-2027	Emma Burton		20/03/2027	16/09/2026

Action	Owner	Due Date	Completed	Status
Savills Review Action Plan to deliver	Emma Burton	31/12/2026		Amber
Integrate and consolidate what we have to improve repairs performance	Emma Burton	31/12/2026		Amber

04 - Ineffective management of investment in existing homes including planning and delivery of capital works programmes

Owned by Emma Burton

Description: IF existing homes are not managed effectively, including weaknesses in the planning, prioritisation and delivery of capital works programmes, due to: poor understanding of stock condition; poor understanding of tenants' needs; poor decision making; and poor contract management... THEN there is a risk that investment in existing homes is not managed effectively, including the planning and delivery of capital works programmes... LEADING TO tenant dissatisfaction and/or health risks; increased reactive expenditure; potential regulatory engagement; damage to the organisation's reputation in the eyes of stakeholders; and missed strategic objectives.

Risk Register: Strategic Risk Register

Risk Category: Asset Management (Balanced Risk Appetite)

Risk Status: Active

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Successful and well-managed company

Directorate: Property Services

Inherent (Initial)	4	x	3	12	Residual Risk	3	x	2	6

Control	Owner	Last Review	Next Review	Updated
Asset and Building Safety Board oversight	Emma Burton		20/03/2027	16/09/2026
Asset Management policies and procedures	Jarrod Waistnidge		20/03/2027	21/09/2026

Control	Owner	Last Review	Next Review	Updated
Programme Delivery and Performance Tracker	Jarrod Waistnidge		20/03/2027	21/09/2026
30 Year Stock Investment Programme (Council Shared)	Emma Burton			16/09/2026
Board oversight of Homes and Capital Programmes	Emma Burton		20/03/2027	16/09/2026
Investment programme 2026-2027	Emma Burton		20/03/2027	16/09/2026
Customer Satisfaction surveys	Faye Williams		20/03/2027	04/11/2026
Asset Management Strategy 2026-31	Jarrod Waistnidge	24/09/2026		05/10/2026
HRA financial and delivery oversight meetings	Stephen Feast			06/07/2026
PIMMS Asset Management System	Jarrod Waistnidge		20/03/2027	17/04/2026
Stock Condition Surveys inform investment works	Jarrod Waistnidge		20/03/2027	17/04/2026
NEC Asset Management module	Jarrod Waistnidge			

Action	Owner	Due Date	Completed	Status
Options Appraisal Process joint working with Council	Stephen Feast	24/12/2026		Green
NEC Asset Management module	Jarrod Waistnidge	21/04/2026	20/04/2026	Green

16 - Failure to support BMBC to deliver the opportunity to build new Council homes.

Owned by Stephen Feast

Description: IF Berneslai Homes lacks the necessary resources and skills to effectively partner with Barnsley Metropolitan Borough Council (BMBC) THEN there is a risk that the opportunity to build new council homes is not fully delivered LEADING TO limited development of new council housing, failure to secure central government funding, and an inability to strengthen the Housing Revenue Account (HRA) business plan, ultimately resulting in continued unmet demand for council housing in Barnsley, negatively impacting the local community and the organisation's strategic objectives.

Risk Register: Strategic Risk Register

Risk Category: Strategic Delivery (Balanced Risk Appetite)

Risk Status: Emerging

Strategic Priorities: Increasing efficiency and effectiveness

Strategic Objective: Sustainable communities

Directorate: Chief Executive

Inherent (Initial)	2	x	5	10	Residual Risk	2	x	5	10

Control	Owner	Last Review	Next Review	Updated



No Controls added

Action	Owner	Due Date	Completed	Status
Discuss the risks at next EMT and identify the actions	Stephen Feast	31/10/2026	27/10/2026	Green
To identify potential land which represents development opportunities	Emma Burton	31/03/2027		Green

Creating great homes and communities with the people of Barnsley

Report Title	Safeguarding Children and Vulnerable Adults report	**Confidential**	No
Report Author	Sean Ellam (Head of Housing Management)	**Report Status**	Approval
Report To	Board 24/11/2026	**Officer Contact Details**	seanellam@berneslaihomes.co.uk

1. Executive Summary	Berneslai Homes continue to raise awareness of safeguarding across the business which is building colleagues' confidence, competence, skills and knowledge. There has been a rise in the number and the complexity of cases, with a number of cases involving issues around suicidal thoughts and severe mental health support needs. The distress and complexity of safeguarding and wider issues for some residents puts a strain on our customer facing colleagues, in terms of time and wellbeing and we continue to consider ways to support colleagues. Whilst engaging with the Board Champion, numerous conversations have also taken place with the lead of the Barnsley Adults Safeguarding Board in respect of our planned approach to safeguarding. The Board lead is engaged in our current way forward and is committed to supporting Berneslai Homes in designing future training to support the development of colleagues. Whilst this is the case there has currently been limited customer involvement in the design stage. Our plans to improve systems, training and general focus on safeguarding across the organisation will only promote further positive outcomes for our customers and colleagues.

2. Recommendations	Board is asked to consider the content of the report and approve the general direction of travel in improving assurance in relation to the safeguarding of children and adults. Specifically Board is asked to approve: a) The development of a wider pool of safeguarding champions across the business b) The design and procurement of managing safeguarding training c) The design and implementation of a new case management approach within NEC to improve oversight and performance management of safeguarding.

3. Background

3.1 This report provides a summary of safeguarding activity across Berneslai Homes, giving an honest and reflective view on the current arrangements and proposing a way forward to ensure both compliance with regulatory expectations and aligning with sector best practice. It provides data on the number and type of incidents logged and actioned and assurance on wider practice and any risks and areas for improvement.

3.2 Whilst this is a new report, it should be noted that recent conversations at Board and a safeguarding overview in July 2026 have ensured that safeguarding has had an increasing level of visibility at Board and the appointment of the Board Safeguarding Champion has also been a welcome step in ensuring further focus on this area of work.

3.3 Safeguarding is everyone's responsibility. At Berneslai Homes we believe every person has the right to live in safety, free from abuse and neglect. Safeguarding vulnerable adults and children is about protecting those at risk of harm from suffering abuse, neglect, or other forms of exploitation, whilst supporting individuals to maintain control over their lives and in making informed choices without coercion.

3.4 The nature of work carried out by Berneslli Homes means some colleagues and contractors will work in close proximity to vulnerable adults and children as part of their daily duties. As such, we have a significant role to play in terms of safeguarding vulnerable adults at risk and children living in our homes, working closely with, and referring cases on to suitably competent authorities such as BMBC Adults and Children Safeguarding Teams, Social Care and the Police.

3.5 A strong approach to safeguarding is integral to delivering our vision of creating great homes and communities with the people of Barnsley. It helps residents live safely, with dignity and independence, by identifying concerns early and working with partners to secure appropriate support. It puts our 3Cvalues into practice: Customer first, by listening to residents and responding to their individual needs; Curious, by looking beyond presenting issues to understand potential risks; and Can do, by taking ownership, acting promptly and following through on concerns. Embedding safeguarding across our services supports

sustainable tenancies, strengthens trust and helps create safer, more resilient communities.

4. Current Position /Issues for Consideration

4.1 The general increase in residents presenting with complex issues is apparent and with statutory services having relatively high thresholds, this impacts on our customer facing colleagues, their time and workload. Colleagues are dealing with more complex tenancy management issues and safeguarding cases while they endeavour to get the appropriate statutory and third sector agencies to take ownership and offer the support needed. The positive local relationships the teams have and the multi-agency structures support effective case management, however our own internal monitoring and recording of information in relation to case work can be improved.

4.2 Berneslai Homes produce an annual Modern Slavery Statement which is published online, in line with best practice.

4.3 Safeguarding Leads - our current structure supports the role of a designated Safeguarding Officer and lead officers.

The current leads for the business are:

i. Sean Ellam - Head of Housing Management (Designated Safeguarding Officer)
ii. Liam Davies - Assistant Head of Neighbourhoods and Tenancy Sustainability (Safeguarding Lead)
iii. Rebecca Myers - Neighbourhood Team Leader (Safeguarding Lead)
iv. Dominic Dimanna - Tenants First Team Leader (Safeguarding Lead)

4.4 There has been a programme of learning and development this year to help raise awareness and confidence to report, assess and manage cases across the organisation. Specific training around Domestic Abuse has been delivered as well as training around the Prevent Program, which has close links to safeguarding for customers (radicalisation). Whilst this is the case, our intention is to further extend the level of knowledge and confidence across the organisation. The Neighbourhood Teams including Tenants First and ASB teams currently access a large and varied amount of training opportunities through the relevant BMBC safeguarding boards and these are advertised through the training portal. All colleagues also complete safeguarding awareness training through their online portal as a part of their induction and this is repeated in line with the agreed timescales for their roles. An overview of training accessed by our teams is as follows:-

Core safeguarding training for both children and adults, including:

a) Basic Introduction to Safeguarding Children
b) Safeguarding Adults at Risk (Level A)
c) Safeguarding for Workers Who Will Raise Concerns (Level B)
d) Safeguarding Induction Video

Specialist safeguarding topics, including:

a) Self-Neglect and Hoarding
b) Care Act responsibilities
c) Child Sexual Exploitation
d) Child Neglect
e) Cuckooing
f) Harmful Sexual Behaviour
g) Early Help and Professional Curiosity
h) Designated Safeguarding Lead development
i) Attending Case Conferences and Core Groups

Related vulnerability and risk training, including:

a) Suicide Prevention (SP-EAK)
b) Modern Slavery and Human Trafficking
c) Domestic Abuse
d) Honour-Based Violence and Forced Marriage
e) Victim and Support Referrals

Operational safeguarding activities undertaken primarily within Customer & Estate Services such as:

a) Community Protection Written Warnings (CPWW)
b) ASB-related safeguarding interventions
c) Safeguarding referral processes

4.5 Moving forward our plan is to develop a wider pool of Safeguarding Champions across the business, promoting the reality that safeguarding is everyones business and ensuring there is more knowledge and confidence across teams as opposed to the traditional sector norm where this knowledge is confined to a limited number of colleagues.

4.6 Our next steps are to design a specification for ‘managing safeguarding” training which has an increased focus on the challenges which are faced by housing teams, source an appropriate provider and then deliver the sessions to an agreed cohort of colleagues from across the business. This will also cover the People Team to ensure we have confidence in the process should any safeguarding concerns be identified relating to employees which may need managing with additional sensitivity.

4.7 In relation to our current process initial concerns can be raised by all colleagues through the vulnerability protocol when “something doesn’t look right”. Once received these concerns are then triaged by one of the safeguarding leads before a decision is made on whether the concern meets the threshold for a safeguarding referral. Concerns are investigated and if it is not felt that a referral is needed at this stage then there are a number of other pathways the team will consider to support the individual or family in question. Referrals to internal or external support, sign posting to other services and general advice and tenancy support are all considered at this stage.

4.8 To date this year, we have opened 127 vulnerability protocol cases. Out of these there have followed 30 referrals to Adults Social Care and 35 cases to Childrens. Whilst we have these figures there is some question over the reliability of the information due to the recent introduction of the monitoring process which is something we are working on in NEC. Where referrals are made to social care, the relevant neighbourhood or Tenants First Officer will work closely with all involved partner agencies, supporting multi agency meetings and ensuring the delivery of any assigned actions. Cases are monitored by Team Leaders to ensure consistency.

4.9 We understand that on occasion our customers may lose their life as a result of abuse, be it through self neglect or domestic abuse for example, despite any agency support or interventions. In these circumstances we are fully engaged with the review processes in Barnsley and we provide all available information to support the Safeguarding Adults Review processes. A huge part of this process is about learning and identifying any areas where improvements can be made to try and prevent any future re-occurrence. Stakeholders meet to review the findings and outcomes and actions are shared and closely monitored by the Safeguarding Boards.

4.10 We are currently designing a new case structure within NEC which will help us to bring more sophisticated case data out of the system and into live reporting, ensuring further assurance can be given on all cases. Our new approach will support a more pro-active approach to case management and will also ensure any trends in safeguarding concerns such as an increase in self-neglect can be more easily identified and responded to. A small group of colleagues have already started to detail requirements for the NEC team and we hope to start the build on the new structure this month with a view to having the new approach to case management operational by 1st April 2027.

4.11 Appendix 1 shows a case study of a recent case.

5. Customer Voice/Impact

5.1 Whilst colleague consultation has taken place with the key Safeguarding Leads in the business and other relevant teams including the People Team and NEC team, there has currently been no resident involvement due to the nature of the project. Stakeholder engagement has been focused on conversations at the Safeguarding Boards on improving assurance and we have engaged with the Adults Safeguarding Board lead who is supporting us to design the training courses for colleagues moving forward. It is envisaged that the work we are doing in the safeguarding areas will have positive outcomes for our customers and through re-designing our internal processes, evidencing these will become more straightforward.

6. Risk and Risk Appetite

6.1 The report, which will be an annual update on Safeguarding to Board helps to give assurance in terms of the approaches being taken organisationally to reduce the risk around safeguarding. Supported by the introduction of a new Safeguarding Policy, new case structures and continued attendance at all Barnsley Adults and Children's Safeguarding Boards, the increased focus on

the area will undoubtedly help us to manage any emerging risks in the area in partnership.

7. Strategic Alignment

7.1 In relation to the Barnsley 2030 plan safeguarding plays a key role in achieving a number of the key objectives as well as aligning strongly with our organisational vision and values. The key areas of listening and responding to our customers and keeping tenants safe and warm are at the forefront of our commitment to improving our approach to safeguarding.
We also look to incorporate support into training and employment where this is appropriate as we appreciate the benefits of training and employment for improving self esteem and helping to avoid isolation for example.

8. Data Privacy

8.1 Whilst no Data Protection Impact Assessment (DPIA) has been completed in line with the report, this will be done as we look to launch our own Safeguarding Children and Vulnerable Adults Policy alongside the new approach to training. Initial thoughts would suggest that there will be a number of positive outcomes from the DPIA due to the nature of the work and the focus on improving outcomes for individuals and families whilst keeping them safe.

9. Consumer Regulatory Standards

9.1 Safeguarding is an important component of our assurance against the Consumer Standards. Although safeguarding is not a stand alone regulatory standard, effective arrangements help demonstrate that the organisation understands the diverse needs and vulnerabilities of our tenants, identifies and responds appropriately to risk, keeps tenants safe and uses intelligence to shape services and decision making. Board oversight should therefore consider not only safeguarding activity and referral volumes, but the effectiveness of safeguarding arrangements, outcomes for tenants, organisational learning, emerging risks and evidence that vulnerability is appropriately considered across all services. The Board Champion role will be key in liaising with the operational leads to ensure visibility and oversight of all of these key areas.

10. Other Statutory/Regulatory Compliance

10.1 Whilst Board assurance should extend beyond the number of safeguarding concerns and referrals to consider our focus moving forward with the annual reporting will be on:

a) the effectiveness and timeliness of safeguarding responses;
b) staff capability, training and confidence in identifying and escalating concerns;
c) how vulnerability and safeguarding information informs housing management, ASB, income, repairs and enforcement decisions;
d) partnership working and appropriate escalation to statutory safeguarding agencies;
e) trends, outcomes, repeat concerns, case learning and emerging risks; and
f) evidence that identified weaknesses result in service improvement.

10.2 This approach should provide Board with assurance that safeguarding is embedded across service delivery and contributes to Berneslai Homes' wider compliance with the Safety and Quality, Transparency, Influence and Accountability, Neighbourhood and Community and Tenancy Standards.

11. Financial

11.1 Whilst additional spend is only currently focussed on the design and delivery of a more focussed training package for Safeguarding Champions, there is no need for additional funds outside of the current training establishment.

12. Human Resources and Equality, Diversity and Inclusion

12.1 Whilst an Equality Impact Assessment (EIA) has not been completed with specific reference to the report, this will be completed as we look to introduce the new Safeguarding Children and Vulnerable Adults Policy early in the new year. It is envisaged that this will have a number of positive outcomes for customers and colleagues due to the focus of the work.

13. Sustainability Implications

N/A

14. Associated Background Papers

July 2026 Safeguarding presentation to Board

15. Appendices

Appendix 1 – Safeguarding Case Study

16. Glossary

N/A

Creating great homes and communities with the people of Barnsley

Report Title	Value for Money Annual Report 2025 – 2026	**Confidential**	No
Report Author	Rachel Taylor Executive Director of Resources	**Report Status**	For Assurance
Report To	Board 24/11/2026	**Officer Contact Details**	Rachel Taylor Racheltaylor@berneslaihomes.co.uk

1. Executive Summary

1.1 This annual report provides Board with assurance on Berneslai Homes' approach to Value for Money (VfM) during 2025/26 and reports progress against the VfM Strategy 2024 – 2027. It considers the three core VfM principles of economy, efficiency and effectiveness, progress against the 2025/26 Action Plan, organisational activity to embed VfM, financial performance and savings, customer outcomes, assurance activity and priorities for continuous improvement.

1.2 The Audit & Risk Committee considered this Annual Report on 22 October 2026 and highlighted the increasing role of contract management and resolving BH's data challenges will support BH to achieve greater VfM.

1.3 Overall, the evidence available demonstrates that VfM is becoming embedded across the organisation. The 2025/26 programme included completed efficiency and cost-reduction actions, strengthened financial reporting, organisational awareness activity and a Corporate Assurance (Internal Audit) review which gave Reasonable assurance on governance arrangements for the VfM Strategy. The principal area for continued development is to strengthen consistent quantification of benefits and the connection between cost, performance and customer outcomes.

1.4 The 2026/27 budget process has built on this work, using zero-based budgeting and identifying savings as part of the next VfM Action Plan.

	This report therefore closes the 2025/26 annual VfM cycle and provides a bridge into delivery and monitoring during 2026/27.
2. Recommendation/s	Audit & Risk Committee recommend Board note: i. The Value for Money Annual Report 2025/26 and the assurance provided on the delivery and embedding of the VfM Strategy. ii. The areas identified for continued development, particularly consistent benefits realisation and integrated reporting of cost, performance and customer outcomes. iii. The 2026/27 VfM Action Plan was approved by Board as part of the 2026/27 budget approval.

3. Background and Strategic Context

3.1 The Berneslai Homes Value for Money Strategy 2024 - 2027 was approved by Board in February 2025. It defines VfM through the principles of economy, efficiency and effectiveness and sets objectives to maximise resource efficiency, enhance service quality, demonstrate accountability and transparency, support strategic decision-making and strengthen long-term financial sustainability.

3.2 The Strategy recognises the challenging financial environment and the need to reduce expenditure while continuing to meet increasing service and works requirements. It also establishes that VfM is not simply cost reduction. The objective is to achieve the optimum balance between cost, productivity and successful customer outcomes.

3.3 The Strategy places responsibility for VfM across the organisation, supported by Board oversight and Audit & Risk Committee assurance. It also identifies customer involvement, performance management, benchmarking, procurement, asset management, people, technology and sustainability as key components of the VfM framework.

3.4 The Audit & Risk Committee received the 2025/26 VFM Annual Report on 22 October. The Committee welcomed the progress to date and recognised further opportunities are available for BH to achieve greater VfM, particularly:

a) Improving contract management will support BH to gain more from the products/services it procures;
b) Resolving data quality and moving to decisions based upon good quality data analysis and intelligence will ensure resources are deployed more effectively.

Both of these opportunities will lead to customers receiving better services, tailored to their needs.

4. 2025/26 Annual VfM Assessment

4.1 The annual assessment has been structured around the following evidence sources:

(a) Delivery of the 2025/26 VfM Strategy Action Plan.
(b) Corporate Assurance (Internal Audit) activity and management actions.
(c) Staff awareness and service-area VfM submissions.
(d) Financial performance, financial reporting and the 2026/27 budget-setting process.
(e) Evidence of customer, service and wider organisational outcomes.
(f) Arrangements for transparency, benchmarking, governance and risk management.

4.2 This approach reflects good VfM reporting practice by considering cashable savings alongside service quality, outcomes, assurance and sustainability, rather than presenting savings in isolation.

5. Delivery against the 2025/26 VfM Action Plan

5.1 The 2025/26 Action Plan contained initiatives across Growth of Homes and Services, Technology & Innovation, Employment & Training and Hearing Customers. The January 2026 position was reported to the Audit & Risk Committee, demonstrating a substantial number of actions were complete.

5.2 The status as at 30th October 2026 of the 2025/26 VFM Action Plan is shown in table 1 below.

Strategic Ambition	Action	Details	Responsible Director	Progress as at 30th October 2026
Growth of Homes and Services	PRIP Contract Review	Expected 2025/6 timetable to be determined by BMBC	Executive Director Property Services	Ongoing – BH & BMBC working in partnership to implement recommendations
Technology & Innovation	Internal Compliance Review	Working with BMBC Corporate Assurance to review effectiveness of financial controls in ensuring VfM	Executive Director of Resources	Complete - Review of Major Voids and Structural Extensive
Employment & Training	IOSH Training scope revision	IOSH training requirements limited to appropriate managers	Executive Director of Resources	Complete
Employment & Training	Apprenticeships scope revision	Curtail scope of apprenticeships scheme	Executive Director of Resources	Complete

Strategic Ambition	Action	Details	Responsible Director	Progress as at 30th September 2026
Technology & Innovation	Migration of phone accounts	Migration to new telecoms supplier, cash savings generated	Executive Director of Resources	Complete
Technology & Innovation	NEC process developments	Project to deliver efficiencies from utilisation of new systems	Executive Director of Resources	Complete
Technology & Innovation	Outsourcing of stores function	Exit from Carlton with new managed service in place by 1st September 2025	Executive Director Property Services	Ongoing – Outsourcing will go live on 16 November 2026
Growth of Homes and Services	Property Services restructure	"One Team" approach	Executive Director Property Services	Ongoing
Technology & Innovation	Financial reporting revisions	Project to increase the efficiency of production and effectiveness of internal financial reporting	Executive Director of Resources	Complete
Employment & Training	Staff Conference plans	Conference to be planned without additional costs	Executive Director of Resources	Complete (Agreed alternative to Staff Conference)
Technology & Innovation	Review venue hire arrangements	Work with Barnsley College and others to use free venues	Executive Director of Resources	Complete
Employment & Training	Review route to achieving professional qualifications	Ensure routes used to achieve professionalisation are cost effective and present good value for money	Executive Director of Resources	Ongoing – part of implementation of Competency & Conduct Standard
Hearing Customers	Cease garden competition		Executive Director of Customer & Estate Services	Complete

Table 1: 2025/26 VFM Annual Plan – Status

5.3 The majority of actions are now complete, those outstanding are longer-term change programmes.

6. Financial Value and 2026/27 Transition

6.1 The 2026/27 budget was developed with budget managers using zero-based budgeting and included £319k savings identified by budget managers which moves Berneslai Homes towards financial sustainability. These budgeted savings are the 2026/27 VfM Strategy Action Plan. Progress is reported to Board within the quarterly Berneslai Homes Financial Position reports.

6.2 Achieving VFM becomes even more important given Berneslai Homes financial challenges. The 2026/27 budget, approved by Board in March 2026, is a deficit of £472k, reinforcing why cashable efficiencies remain important.

6.3 Berneslai Homes recognise future annual VfM reports should develop our approach to distinguish sustainable recurrent savings from one-off changes and evidence whether service outcomes and customer experience have been maintained or improved.

7. Organisational embedding, assurance and governance

7.1 A Corporate Assurance (Internal Audit) review completed in August 2025 examined governance arrangements for the VfM Strategy and provided a Reasonable assurance opinion. It concluded that the Strategy was fit for purpose and aligned with the strategic priorities of Berneslai Homes and the Council. Six Agreed Management Actions were raised, comprising three medium and three low actions, all of which have been implemented.

7.2 VfM awareness presentations were delivered to the Leadership Forum in September 2025 and cascaded across teams. Service areas were asked to identify examples of VfM. The submissions demonstrated activity across efficiency, economy and effectiveness, but also showed variation in the maturity and quantification of evidence.

7.3 Common themes were a strong operational awareness of VfM, differing levels of data maturity between teams, the need for stronger alignment between operational initiatives and corporate financial targets and the benefit of a consistent VfM reporting template. These remain appropriate priorities for the next stage of the Strategy.

8. Performance, benchmarking and customer outcomes

8.1 The VfM Strategy states that effective assessment should bring together financial and operational performance information so that the organisation can assess the value of outputs and outcomes achieved from resources deployed. It also commits Berneslai Homes to external benchmarking through Housemark and to using performance information to inform resource allocation decisions. The outcome of the 2025/26 HouseMark benchmarking will be considered by the Executive and Senior Management Team on 20th October 2026. The key messages will be included in this Annual Report prior to being presented to Board on 24th November 2026.

8.2 Customer involvement is central to the Strategy. Feedback, surveys, complaints and other customer insight are intended to help identify priorities, reduce waste and focus resources on outcomes that matter to tenants. The January 2026 VfM update similarly recognised customer feedback as a key route for identifying VfM initiatives.

9. Risk and Financial Sustainability

9.1 The Board has agreed a Cautious risk appetite for Financial Sustainability. The VfM Strategy recognises that failure to improve VfM and address the structural deficit presents a material longer-term financial sustainability risk.

9.2 The 2026/27 budget report demonstrates continued emphasis on prudent financial management, including contingencies, reserves and going concern stress testing. It states that cashflow forecasts to March 2028 demonstrated sufficient liquidity and that a relatively extreme inflation scenario still left sufficient cash balances to meet liabilities to September 2027.

10. Overall Conclusion and Areas for Continued Development

10.1 There has been positive progress during 2025/26 in embedding VfM across Berneslai Homes. Delivery of Action Plan initiatives, organisational engagement, strengthened financial reporting and independent assurance provide a credible basis for assurance to Audit & Risk Committee.

10.2 The key development priority is to achieve value for money through improving efficiency and utilising technology and data. These are key themes identified by Board at the Board Strategic Planning Day on 12th October 2026 and will be reflected in the Berneslai Homes 2027/28 Priorities.

11. Customer Voice/Impact

11.1 Achieving VfM supports improved services to customers. Customer insight and feedback are important in identifying priorities, testing whether resources are directed to areas tenants value and demonstrating the effectiveness element of VfM.

12. Strategic Alignment

12.1 The VfM Strategy supports Berneslai Homes' strategic priorities and its vision of creating great homes and communities with the people of Barnsley. It also aligns VfM with the wider objectives of financial and organisational sustainability.

13. Data Privacy

13.1 There are no data privacy issues arising directly from this report.

14. Consumer Regulatory Standards

14.1 Effective VfM supports delivery of the Regulator of Social Housing Consumer Standards, including Transparency, Influence and Accountability, Tenancy, Safety and Quality, and Neighbourhood and Community. As an ALMO, Berneslai Homes and Barnsley Metropolitan Borough Council are not required to comply with the Regulator's Value for Money Standard; the Strategy nevertheless uses it as guidance and good practice.

15. Other Statutory/Regulatory Compliance

15.1 This annual report provides assurance around Berneslai Homes' arrangements to promote economy, efficiency and effectiveness and supports transparent stewardship of public resources.

16. Financial

16.1 Financial implications and the relationship between the 2025/26 VfM programme, financial sustainability and the 2026/27 budget are set out in sections 6 and 9.

17. Human Resources and Equality. Diversity and Inclusion

17.1 All colleagues have a role in achieving VfM. Organisational engagement, appropriate professional development and effective deployment of workforce resources support delivery of the Strategy.

18. Sustainability Implications

18.1 The VfM Strategy recognises positive links between financial and environmental sustainability, including waste minimisation and efficient use of resources.

19. Associated Background Papers

19.1 Berneslai Homes Value for Money Strategy 2024–2027, approved February 2025.
19.2 Update on Value for Money Strategy, Audit & Risk Committee, 29th January 2026.
19.3 Berneslai Homes Draft 2026/27 Budget and VfM Strategy Action Plan, Board, March 2026.
19.4 Berneslai Homes Annual Report and Financial Statements 2025/26, Board 25th September 2026
19.5 Value for Money 2025-26 Annual Report, Audit & Risk Committee 22nd October 2026

20. Appendices

20.1 None.

21. Glossary

21.1 BH – Berneslai Homes.
21.2 BMBC – Barnsley Metropolitan Borough Council.
21.3 PRIP – Property Repairs and Improvement Partnership.
21.4 PSRT – Property Services Repairs Team.
21.5 RSH – Regulator of Social Housing.
21.6 TSM – Tenant Satisfaction Measure.
21.7 VfM – Value for Money.

Creating great homes and communities with the people of Barnsley

Report Title	People Strategy Annual Update 2026	**Confidential**	No
Report Author	Carla Wragg	**Report Status**	For Assurance
Report To	Board 24/11/2026	**Officer Contact Details**	carlawragg@berneslaihomes.co.uk

1. Executive Summary	This report provides the Board with an update on delivery of the People Strategy 2025-2028, summarising progress made during 2025/26 and setting out priorities for 2026/27. Good progress has been achieved across all four strategic themes: Resourcing and Recruitment, Learning Organisation, Culture and Health, Safety and Wellbeing. Key achievements include strengthening workforce planning, reducing reliance on external recruitment providers, preparing for the Competence and Conduct Standard, improving employee engagement arrangements, expanding leadership development opportunities, centralising health and safety management, and reducing sickness absence levels. While some planned activity has been impacted by the resource demands of the Craft Pay Review, the overall programme remains on track. The year two action plan focuses on embedding improvements, strengthening leadership capability, progressing professionalisation requirements, enhancing employee experience, and supporting workforce wellbeing. The People Strategy continues to support delivery of organisational objectives and mitigation of key workforce-related risks, particularly those relating to culture, capability, recruitment and retention. The People Strategy will help to embed the 3C values and nurture a Customer First approach. The Living the Values and Professionalisation pillars of the Building Together programme will set clear expectations and drive accountability for improving services to tenants.
2. Recommendation/s	**Board are recommended to note:** 1. **Progress made in 2025/26** 2. **Action plan for 2026/27**

3. Background

3.1 Board agreed the people strategy 2025-2028 in May 2025 with an annual review of progress.

4. Current Position / Issues for Consideration

4.1 This report provides an overview of progress in year one of the People Strategy (attached at Appendix A), assessment of the success measures and the year 2 plan.

4.2 The first year of the People Strategy has seen positive progress across all four strategic themes of Resourcing and Recruitment, Learning Organisation, Culture, and Health, Safety and Wellbeing. Activity has focused on establishing strong foundations for long term delivery, including strengthened workforce planning, preparation for the Competence and Conduct Standard and Craft Pay Review, enhanced employee engagement arrangements, leadership development, and the centralisation of health and safety management. These initiatives support the People Strategy vision of becoming a values-led organisation that people are proud to work for.

4.3 Theme 1: Resourcing and Recruitment

Objective: Building sustainable teams for the future by attracting and retaining talent

4.3.1 Workforce planning is now embedded within regular Business Partner meetings, enabling service areas to proactively identify current and future resource requirements and workforce risks. This has been strengthened through the introduction of enhanced agency workforce data, providing managers with greater visibility of temporary labour usage and associated costs to support evidence-based workforce planning and decision making.

4.3.2 A significant achievement has been the successful transition of senior recruitment activity in-house. This approach has reduced reliance on costly external providers while maintaining control over the recruitment process and candidate experience. Successful campaigns have resulted in the appointment of a Head of Housing Management, Head of Finance and Performance, and Head of Customer Services, strengthening leadership capacity across the organisation.

4.3.3 The People Team has also supported several major organisational change programmes, including reviews within Community Buildings, Governance, IT and Strategy, and Finance. In addition, support has been provided for the review of Craft terms and conditions and the outsourcing of Stores services, ensuring appropriate consultation, communication and people management throughout the process. The Craft Pay Review has required significant data analysis and modelling.

4.3.4 Annual audits of inclusive recruitment practices and legislative compliance continue to be undertaken, with findings informing continuous improvement activity. This provides assurance that recruitment processes remain compliant, fair, inclusive and accessible.

4.4 Theme 2: Learning Organisation

Objective: Nurturing a growth mindset across the organisation

4.4.1 Good progress has been made in preparing for the proposed Competence and Conduct Standard. Work completed to date includes identifying the employee groups within scope, defining qualification requirements, auditing existing qualifications, and developing a refreshed Code of Conduct. These activities provide a clear roadmap for future compliance and professionalisation.

4.4.2 Apprenticeship programmes continue to contribute to talent development and succession planning. A new apprenticeship pay framework has been consulted on, alongside the Craft Pay Review, to bring the organisation into line with BMBC and remain competitive. In addition, a new apprentice mentoring framework has been agreed and will be implemented by January 2027 to provide more structured support and development opportunities for apprentices.

4.4.3 Performance management arrangements have been strengthened through the introduction of online Performance and Development Reviews (PDRs) in June 2025, followed by a refreshed framework from April 2026. The focus during the next phase will be improving completion rates, embedding quality performance conversations and agreeing an appropriate approach for Craft colleagues.

4.4.4 The Inspire learning management system has been enhanced to provide improved reporting and tracking of both PDR completion and mandatory learning compliance. This is improving management oversight and organisational assurance in relation to learning and development.

4.5 Theme 3: Culture

Objective: Fostering a positive and inclusive culture which enables our people and organisation to thrive

4.5.1 The Berneslai Employee Experience (BEE) Group was launched to strengthen colleague voice and engagement. The group provides a mechanism for employees to contribute ideas, raise issues and influence decisions that affect the employee experience.

4.5.2 The 2026 Employee Survey demonstrated improvements across a number of measures compared with previous years, whilst the key performance indicator

relating to Berneslai Homes as an employer remained stable. Progress has also been made against the 2025 Corporate Engagement Plan, with local engagement action plans introduced for the first time to ensure ownership and accountability at service level.

4.5.3 Employee experience focus groups were facilitated during summer 2025 to gather more detailed feedback from colleagues and identify opportunities for improvement. The findings have informed ongoing activity under the Building Together programme.

4.5.4 The refreshed PDR framework has supported stronger alignment between individual objectives, organisational priorities, values and competencies. The Be Inclusive Steering Group now operates with a standardised agenda to ensure BH remains an inclusive organisation for both customers and colleagues.

4.5.6 Annual equality pay gap reporting has been completed, with outcomes informing the development of the annual colleague Be Inclusive Action Plan and helping to target future improvement activity.

4.5.7 Leadership development continues to be a key area of focus, with managers receiving training in performance management, sickness absence management, recruitment and selection, and managing finances. This is strengthening leadership capability and supporting the delivery of organisational priorities. The sickness and recruitment development was produced and delivered in-house resulting in cost savings for the organisation.

4.6 Theme 4: Health, Safety and Wellbeing

Objective: Creating a safe and resilient workplace

4.6.1 Progress has been made in strengthening health, safety and wellbeing arrangements. Health and safety management has been centralised within the People and Culture Team, creating a more consistent and coordinated approach across the organisation. This has strengthened governance arrangements, improved oversight and supported greater consistency in policy implementation.

4.6.2 A comprehensive review of health and safety policies and procedures has been completed, with revised arrangements agreed and implemented. This has ensured that policies remain fit for purpose and reflect current legislative and organisational requirements.

4.6.3 Regular communication remains a priority, with monthly health and safety communications issued to raise awareness of key issues, reinforce expectations and promote a positive safety culture across the organisation.

4.6.4 There has been a significant reduction in sickness absence during 2025/26, particularly in Housing Management. Achievement of the following actions in the absence reduction plan have contributed to this:

Frequent absence review sessions with the People team supporting and coaching managers on live cases. Managers taking accountability for proactively managing absence cases had a big impact.

4.6.5 Sickness absence policy reviewed and strengthened. The revised policy provides greater clarity for managers and colleagues and supports early intervention.
Healthcare Cash Plan proposal developed and approved. This will also support recruitment and retention and allow earlier access to medical treatment. Implementation currently being planned.

4.6.6 Proactive focus on wellbeing which included achieving the Be Well at Work Gold Award, annual wellbeing survey with the results informing the wellbeing calendar, and wellbeing days attended by external partners.

4.7 The People Strategy is progressing positively against its four strategic themes. Strong foundations have been established through improved workforce planning, investment in leadership and professional development, enhanced employee engagement mechanisms, strengthened governance, and a more coordinated approach to health and safety management.

4.8 Preparations for the Craft Pay Review have been prioritised, which has impacted on the People team's capacity to progress all actions.

4.9 The people strategy success measures have been baselined in 2025 and the year one results are attached at Appendix B.

4.10 The year two actions will build on progress made in year one and are attached at Appendix C.

5. Customer Voice/Impact

5.1 The people strategy will help to embed the 3C values and nurture a Customer First approach. The Living the Values and Professionalisation pillars of the Building Together programme will set clear expectations and drive accountability for improving our service to tenants.

6. Risk and Risk Appetite

6.1 The two strategic risks regarding the workforce are related to culture does not support delivery of agreed objectives and values, and insufficient skilled and motivated workforce to deliver services effectively. The People Strategy 2025-28 will mitigate these risks by delivering the Building Together culture programme and creating a learning organisation in which employee experience and wellbeing are prioritised.

7. Strategic Alignment

7.1 The people strategy supports all the strategic ambitions of Barnsley 2030 as it will support Berneslai Homes to become an exceptional organisation where people can operate at their best. However, the strategic ambition of Employment and Training is most relevant as the people strategy will lead to being a values led employer where people are developed to achieve high professional standards.

8. Data Privacy

No processing of personal data has been undertaken for this report.

9. Consumer Regulatory Standards

9.1 The People Strategy will enable the organisation to attract and retain talent who can ensure the achievement of all elements of the Regulatory Standard:

a) Transparency, Influence and Accountability
b) Tenancy
c) Safety and Quality
d) Neighbourhood and Community

10. Other Statutory/Regulatory Compliance

Policies will be developed as relevant to ensure compliance with changing employment legislation.

11. Financial

11.1 The People Strategy will be delivered by the existing team and within the current budget.

Achievement of the success measures will produce financial savings in recruitment and sick absence costs.

12. Human Resources and Equality. Diversity and Inclusion

12.1 .2026The people strategy is built around four key themes designed to:

a) Build sustainable teams for the future by attracting and retaining talent
b) Nurture a growth mindset across the organisation
c) Foster a positive and inclusive culture which enables our people and organisation to thrive
d) Create a safe and resilient workplace

12.2 An Equality Impact Assessment is not required as monitoring EDI representation is integral to the strategy and annual action plans.

12.3 The strategy was shared with trade union partners following Board approval in 2025.

13. Sustainability Implications

Not applicable.

14. Associated Background Papers

None.

15. Appendices

Appendix A: People strategy 2025-28
Appendix B: Success measures
Appendix C: Year 2 plan

Appendix A

People Strategy

2025-2028



berneslai homes

CONTENTS

Introduction	3
People Profile	4
Purpose and Vision	5
Key Themes and Areas of Focus	6-9
Target Culture	10
Building Together Programme	11-12
Success Measures	13
Contact	14

INTRODUCTION

Who we are

We are Berneslai Homes, working in partnership with Barnsley Council as their local housing company.

Through the effective management of homes and people we have a significant part to play supporting customers and communities, delivering excellent services, and creating real opportunities as a major employer in Barnsley.

INFLUENCING FACTORS

This strategy has been developed in the context of the following influencing factors:

External factors:

- Increasing regulation in the social housing sector, particularly the proposed Competency and Conduct Standard
- PRIP contract
- Barnsley 2030

Internal factors:

- Employee feedback captured through annual surveys and focus groups
- People demographics

Internal factors continued:

Our vision

Creating great homes and communities with the people of Barnsley.

Our values

Our 3Cs values underpin our actions:



Berneslai Homes Strategic Plan

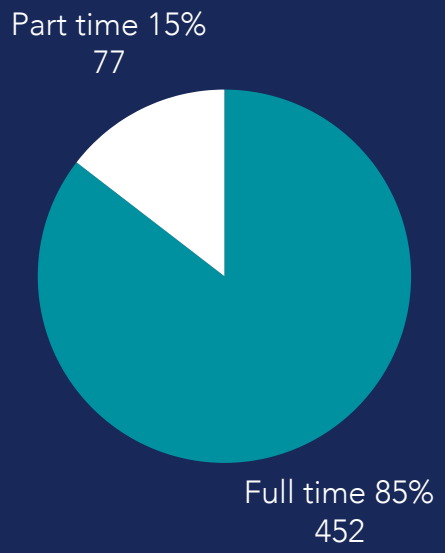
Our Strategic Plan sets out our objectives and what we want to achieve over the next 10 years. Our strategic plan is on our website www.berneslaihomes.co.uk

Printed copies are available on request (see back page).

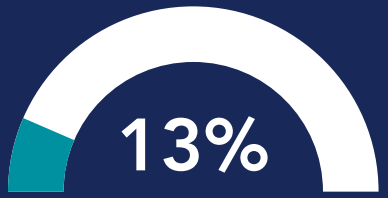
PEOPLE PROFILE

As at 31 March 2025:

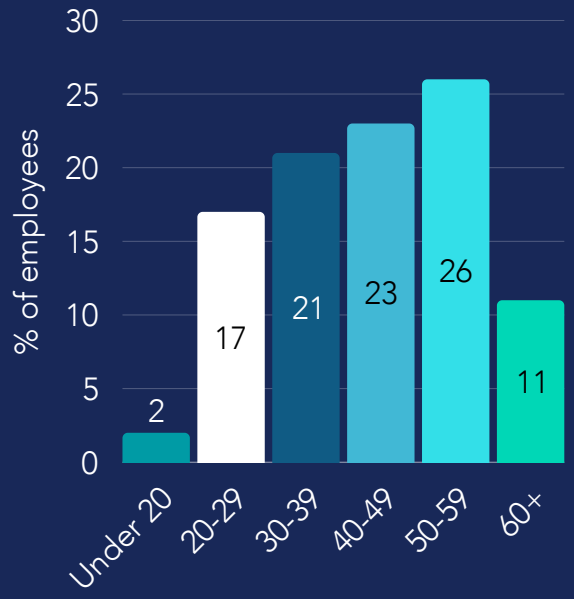
529 employees



Declared disability %



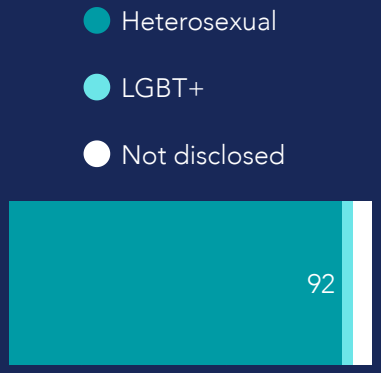
Age %



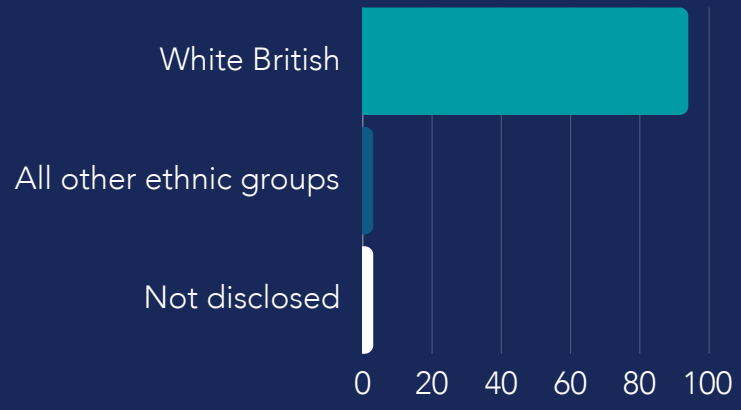
Gender %



Sexual orientation %



Ethnicity %



PURPOSE AND VISION

At Berneslai Homes, our people are at the heart of everything we do.

As we move forward into 2025-2028, we face exciting opportunities and challenges that require us to adapt, innovate, and grow.

The success of Berneslai Homes is built on the dedication, talent, and passion of our people which contributed to our C1 grading from the Regulator of Social Housing in 2024.

The People Strategy 2025-28 outlines our commitment to nurturing a thriving workplace where our employees feel valued, supported, and inspired to deliver excellent services to customers.

Built around four key themes of: Resourcing and recruitment, Learning organisation, Culture, and Health, safety, and wellbeing, this strategy sets the foundation for our vision:

To be a values led organisation that people are proud to work for.

KEY THEMES

Resourcing and recruitment

- Building sustainable teams for the future by attracting and retaining talent

Learning organisation

- Nurturing a growth mindset across the organisation

Culture

- Fostering a positive and inclusive culture which enables our people and organisation to thrive

Health, safety, and wellbeing

- Creating a safe and resilient workplace

KEY THEMES AND AREAS OF FOCUS

Resourcing and recruitment

- Strong employer brand
- Innovative and inclusive recruitment practices
- Strategic workforce planning
- Organisational change

Objective – Building sustainable teams for the future by attracting and retaining talent

We'll achieve this by developing a compelling employer brand and continuously improving our recruitment approach, so it is free from bias and offers a positive candidate experience.

We'll undertake short term resource planning and work in partnership with customers to develop long term strategic workforce plans, including succession plans.

We'll support Berneslai Homes to create 'one team', reduce costs and implement impactful and lasting change.

Underpinned by:
Alignment to BH vision and strategy
Values
Competencies
Business partnering approach
Leveraging technology
Monitoring workforce trends and data driven decision making

KEY THEMES AND AREAS OF FOCUS

Learning organisation

- Leadership development
- Coaching and mentoring
- Competence and Conduct Standard
- Talent programmes - apprenticeships and graduates
- Performance management
- Tailored learning plans

Objective – Nurturing a growth mindset across the organisation

We'll achieve this by clearly setting expectations for our leaders and equipping them with the capabilities to successfully deliver on their priorities. The coaching culture will build upon the foundations laid by the previous strategy by raising the profile of accredited coaches and weaving a coaching style into business as usual.

We'll ensure the organisation is prepared for the proposed Competence and Conduct Standard and support the raising of professional standards.

Linked to strategic workforce planning, we'll continue to nurture talent through apprenticeship and graduate programmes.

Everyone will be clear on their accountabilities and targets and be encouraged to achieve through regular performance and development conversations.

A learning environment will be cultivated in which technology is used to set out tailored learning plans and personal development is prioritised.

Underpinned by:
Alignment to BH vision and strategy
Values
Competencies
Business partnering approach
Leveraging technology
Monitoring workforce trends and data driven decision making

KEY THEMES AND AREAS OF FOCUS

Culture

- Building Together culture change programme*
- Professional Trade Union partnerships

Objective – Fostering a positive and inclusive culture which enables our people and organisation to thrive

We'll continue to progress the Building Together culture change plan designed to enhance the employee experience, enable colleagues to live our 3C values everyday, create an inclusive organisation where employees and customers feel a sense of belonging, and raise professional standards. The cultural changes will be reinforced by regular and transparent communications.

We'll adopt a professional engagement framework with our trade union partners to work together on important organisational issues.

Underpinned by:
Alignment to BH vision and strategy
Values
Competencies
Business partnering approach
Leveraging technology
Monitoring workforce trends and data driven decision making

*Separate programme plan

KEY THEMES AND AREAS OF FOCUS

Health, safety, and wellbeing

- Centralisation
- Safety culture embedded
- Health and wellbeing programmes
- Building resilience

Objective – Creating a safe and resilient workplace

Health, safety, and wellbeing will be brought together into one team to focus on this business-critical area.

We'll prioritise the physical, mental, and emotional wellbeing of employees by implementing robust health and safety policies and procedures. Regular communications will highlight key changes and promote our health and wellbeing programmes.

We'll respond to the rise in mental health related absence by working with colleagues to build both organisational and personal resilience. This will include a full review of sick absence policies and procedures.

Underpinned by:
Alignment to BH vision and strategy
Values
Competencies
Business partnering approach
Leveraging technology
Monitoring workforce trends and data driven decision making

TARGET CULTURE

By incorporating our values and competencies into our target culture, we aim to build an exceptional organisation that delivers meaningful impact for customers while empowering our people to succeed.

We all have a part to play in delivering excellent services for our customers and creating an environment where everyone can flourish.



berneslai homes

Building Together



Employee experience



Living the values



Inclusive organisation



Professionalisation

berneslai homes

Building Together

Employee experience	Living the values	Inclusive organisation	Professionalisation
2025/26			
Leadership Development programme roll out	Leadership Development programme roll out	Leadership Development programme roll out	Leadership Development programme roll out
Employee engagement group rebranded and relaunched	Launch new PDRs and competencies	Refreshed EDI learning offering available	Refreshed PDRs and competencies
Employee survey results	Living the Values workshops	Embed EDI Steering Group / Board Champion	Annual learning and development plan
Corporate engagement plan and local ES action plans	Values based recruitment	Gender, disability, and ethnicity pay gap reporting	Values and competency-based recruitment
Employee experience focus groups			Relaunch Code of Conduct

Communications

SUCCESS MEASURES

These measures provide a way to assess progress and make sure the strategy has a tangible, positive impact:

1. Reduction in unfilled vacancies
2. Improved retention rates within first 12 months of employment
3. Increase in diverse hires year on year
4. >90% mandatory training completion
5. Attendance of leadership development modules
6. Competence and Conduct Standard compliance
7. Annual increase in employee engagement measures
   - satisfied with BH as an employer
   - proud to work for BH
   - manager supports me to perform at my best
8. Turnover <10% for voluntary leavers
9. EDI representation in line with borough
10. Annual reduction in sick absence
11. Improved scores on employee wellbeing surveys
12. Annual decrease in accidents and RIDDORs
13. Active participation in Pathways to Work Partnership

The measures will be baselined in 2025 and monitored annually to ensure progress is made.

CONTACT US

For more information about the People Strategy, contact the People team by emailing:



BHPeople@berneslaihomes.co.uk

berneslai homes

www.berneslaihomes.co.uk

Berneslai Homes Limited is a company controlled by Barnsley Metropolitan Borough Council. A company limited by guarantee, registered in England and Wales, number 4548803. Registered office: 10th Floor, Gateway Plaza, Off Sackville Street, Barnsley, South Yorkshire, S70 2RD.

April 2025

Appendix B – People Strategy Success Measures

All people strategy success measures have been benchmarked for 2025 and relevant comparisons are included below:

Success Measure	2025 Baseline	2026
Reduction in unfilled vacancies	Average number per quarter – 7.5	Q1 - 8 Q2 - 3
Improved retention rates within first 12 months of employment	Q1 – 88.2% Q2 – 88.4% Q3 – 89.6% Q4 – 89.9%	Q1 - 91% Q2 - 91%
Increase in diverse hires year on year	Gender: (F) 54% & (M) 46% Ethnicity: 10.9% LGTBQ+: 0 Disability: 8.7%	Gender: (F) 58% & (M) 42% Ethnicity: 4% LGTBQ+: 8% Disability: 0
> 90% mandatory training completion	86%	71%
Attendance of leadership development modules	• Finance Training for Budget Managers: 73% • Recruitment & Selection: 94% • Managing Sickness Absence: 97% • Practical Investigator Skills: 94% • Effective Performance Management: 97%	• Recruitment & Selection: 4 Nov • Equality Impact Assessment: 3 Nov, 12 Nov
Competence & Conduct Standard compliance	Plan being developed	30 postholders are in scope: • 10 are expected to complete a full qualification (9 x Level 4 and 1 x Level 5), although this may change slightly as some L4 learners have expressed an interest in progressing directly to L5. • 6 have already completed, or are currently undertaking, an L5 qualification • 12 are in scope to complete top-up modules • 2 posts are currently vacant. • The draft Code of Conduct is due to be shared with the Customer Panel for feedback in December 2026.
Annual increase in employee engagement measures	• satisfied with BH as an employer - 65.7% • proud to work for BH - 60.8% • manager supports me to perform at my best - 77.2%	• satisfied with BH as an employer - 65.1% • proud to work for BH - 64.8% • manager supports me to perform at my best - 80.2%
Turnover <10% for voluntary leavers	Q1 – 2.1% Q2 – 2.3%	Q1 - 1.1% Q2 – 2.4%

	Q3 – 2.1% Q4 – 1.5%	
EDI representation in line with borough	**Census** **Gender - (F) 50.8% (M) 49.2%** **Ethnicity - 3.1%** **LGBTQ+ - 2.7%** **Disability - 20.8%** **Gender** Q1 - (F) 43% (M) 57% Q2 - (F) 44% (M) 56% Q3 - (F) 45% (M) 55% Q4 - (F) 45% (M) 55% **Ethnicity** Q1 - 2.8% Q2 - 3% Q3 - 3% Q4 - 3.1% **LGB** Q1 - 2.6% Q2 - 2.7% Q3 - 2.5% Q4 - 2.5% **Disability** Q1 - 13.6% Q2 - 13.7% Q3 - 13.5% Q4 - 13.8%	**Census** **Gender - (F) 50.8% (M) 49.2%** **Ethnicity - 3.1%** **LGBTQ+ - 2.7%** **Disability - 20.8%** **Gender** Q1 - (F) 44% (M) 56% Q2 - (F) 45%) M (55%) Q3 Q4 **Ethnicity** Q1 - 3.2% Q2 - 3.3% Q3 Q4 **LGB** Q1 - 2.4% Q2 - 2.6% Q3 Q4 **Disability** Q1 - 13.3% Q2 - 12.7% Q3 Q4
Annual reduction in sick absence	Average sick absence time lost – 4.59% April 25 - 5.78% March 26 - 4.12%	Q1 - 4.21% Q2 - 5.32%
Improved scores on wellbeing survey	Response rate: 41% **Mental Wellbeing** Mental Health rating: Not at all stressful 10% Mildly/moderately stressful 68% Very/extremely stressful 22% **Physical Wellbeing** General health rating: Good and very good 69% Fair 27% Bad and very bad 4% **Social Wellbeing**	Survey undertaken in September and results being analysed.

	Caring responsibilities 38% **Financial Wellbeing** Financial wellbeing rating: Strong 35% Average 56% Poor 9%	
Annual decrease in accidents and RIDDORs	**Number of accidents** Q1 - 2 Q2 - 12 Q3 - 5 Q4 - 8 Total - 27 **Number of RIDDORs** Q1 - 0 Q2 - 3 Q3 - 0 Q4 - 2 Total – 5	**Number of accidents** Q1 - 6 Q2 - 6 Q3 Q4 Total **Number of RIDDORs** Q1 - 1 Q2 – 1 Q3 Q4 Total
Active participation in Pathways to Work partnership	Initiative in early stages	Participation not yet developed due to Craft Pay Review and other priorities

Appendix C

Key Theme	Areas of Focus	Activity
Resourcing & Recruitment	Strong Employer Brand	Employee Handbook redesigned and launched
		Policy development - Sickness, Disciplinary, Redeployment and Protection of Earnings, Managing Change, Managing Under Performance
		Employment Rights Act compliance - probation, prevention of sexual harassment
		Review politically restricted positions
	Innovative and inclusive recruitment practices	Inclusive recruitment review
		Recruitment process audit
		Expand recruitment offer - bring senior management recruitment inhouse
		Supporting BMBC Pathways to Work programme
	Strategic workforce planning	Implement workforce planning framework
		Introduce succession planning
		Work with leaders to identify and address skill gaps and specialist/hard to recruit posts
		Review feasibility of developing and implementing People Dashboard
	Organisational change	Develop people change module in change management framework
		Craft pay/apprentice review
		Enable and support delivery of service reviews (Property Services, Stores outsourcing, Gov & Strat, Assessments and Tenants First)
Learning Organisation	Leadership development	Develop and implement Leadership Development Programme
	Coaching and mentoring	Review Coaching and Mentoring approach
	Competence and Conduct Standard	Readiness for Competence and Conduct Standard
		Annual L&D plan
		Review of competencies
		Code of Conduct review
	Talent programmes	Grow apprenticeships (possible entry level jobs)
		Craft apprentices review - mentoring framework
	Performance management	Launch revised PDRs (Craft & Non-Craft)
	Tailored learning plans	Learning request process launched
		Optimise Inspire
		Enhancing e-learning offer
Culture	Employee Experience	Establish employee engagement group
		Employee Satisfaction Survey - manage survey and results
		EEG session on ES results
		Team engagement plans
		Corporate engagement plan
	Living the values	Values and competency based recruitment
	Inclusive organisation	Refresh learning offer
		Gender, ethnicity and disability pay gap reports
		Be Inclusive action plan 2026
		EIA review
		Comms and events calendar
		Policy reviews
	Professionalism	Update templates & guides for investigations
	Professional TU partnerships	Review agenda and attendance at TU Liaison Group
Health, Safety & Wellbeing	Safety culture embedded	Quarterly performance reports and annual Board report
		Health and Safety policy review
		Health and Safety induction manual review
		Review Health and Safety standards
		Review quarterly Health and Safety meeting format
		PSRT CHAS application
		Health and Safety awareness campaigns
		Driving at work policy review
		Communication campaign on near-miss reporting
		Deliver accident investigation training
		Improve usage of lone worker fobs - review lone working policy, SMT deep dive
		Occupational group risk assessment reviews
	Health and wellbeing programmes	Health and Wellbeing survey
		Health and Wellbeing Year 3 actions
		Sick absence performance and compliance data
		Promote shared cost AVCs (My Money Matters)
		Health care cash plan
	Building resilience	Building resilience toolkit launched with wellbeing champions

Creating great homes and communities with the people of Barnsley

Report Title	Communications and Marketing Strategy 2027-30	**Confidential**	No
Report Author	Carla Wragg	**Report Status**	For Approval
Report To	Board 24/11/2026	**Officer Contact Details**	carlawragg@berneslaihomes.co.uk

1. Executive Summary	Significant progress has been made on the Communications and Marketing Strategy 2022-2025 and a new up to date strategy is required for 2027-2030. The proposed new Communications and Marketing Strategy is based around three key themes of A Trusted and Transparent Brand, Communications Shaped by Customers and Engaged and Informed Colleagues. This strategy seeks to build a trusted and influential Berneslai Homes brand, rooted in our communities and recognised across the housing sector. Success measures across the three themes have been identified and will be monitored on an annual basis to ensure progress. Extensive consultation has been undertaken, which includes the Senior and Executive Management Teams, Board sub-group, tenant engagement panels, Berneslai Employee Experience group and BMBC housing. Feedback from these groups has been used to shape the new strategy. The communications and marketing strategy will help to embed the 3C values and nurture a Customer First approach. Extensive consultation has taken place with tenants through surveys, tenant voice panels and Customer Services Tenant Influence Panel.
2. Recommendation	**The proposed Communications and Marketing Strategy 2027-30 is recommended for approval.**

3. Background

3.1 The previous Berneslai Homes communications and marketing strategy ran from 2022-2025, and had a broad focus across five key themes:

1. Effective internal communications
2. Reputation management
3. Excellent customer service
4. Meaningful two-way conversations
5. Champions of positive change

3.2 Great progress has been made on the communications and marketing agenda guided by the strategy. Notable areas of success have been the development of the Berneslai Beacon for tenants and residents, improving website accessibility and functionality and positively positioning the organisation through increased use of digital channels. The communications and marketing team have applied their professional experience and knowledge to create a proactive and modern service which is more engaging for tenants and colleagues.

3.3 A new strategy is required which reflects the current external and internal context and continues to support the Berneslai Homes strategic plan, vision and values.

3.4 The strategy has been developed for 2027-2030 to ensure that it aligns with the Berneslai Homes vision and Strategic Plan.

4. Current Position / Issues for Consideration

4.1 The Communications and Marketing Strategy 2027-2030 is attached at Appendix A.

4.2 The proposed strategy is designed to provide a clear framework for how Berneslai Homes uses communications and marketing to support the strategic priorities, strengthen trust and reputation, and keep tenants and residents, colleagues, partners, and key stakeholders informed, involved, and connected. This strategy will provide guidance and tools to enable services to improve the style and consistency of communications to tenants and residents.

4.3 The strategy is based around three key themes of A Trusted and Transparent Brand, Communications Shaped by Customers, and Engaged and Informed Colleagues, which will build a trusted and influential Berneslai Homes brand, rooted in our communities and recognised across the housing sector.

4.4 Measures of success have been identified and included in the proposed strategy. A baseline will be identified for 2027 and annual monitoring will be undertaken to ensure progress is made.

4.5 Stakeholders from the Senior and Executive Management Teams, Board sub-group, tenant and resident engagement panels, Berneslai Employee Experience group and BMBC housing have been consulted during the development of the strategy. Feedback from these groups has been used to shape the final version. The Trusted and Transparent Brand theme has particularly been strengthened to positively position the organisation with new Members and external partners.

4.6 Upon approval the new communications and marketing strategy will be launched internally.

4.7 Annual plans will be developed around the three strategic themes, which will provide focus for the communications and marketing team and support the implementation of the strategy. The first annual plan is currently being developed. Key actions from the Communications Shaped by Customers theme have been included in the Annual Business Action Plan which is monitored by Board on a quarterly basis.

5. Customer Voice/Impact

The communications and marketing strategy will help to embed the 3C values and nurture a Customer First approach.

Extensive consultation has taken place with tenants through surveys, tenant voice panels and Customer Services Committee.

6. Risk and Risk Appetite

The strategic risks that the communications and marketing strategy will mitigate are:

1. Failure to meet customer needs and expectations (averse risk appetite)

    a. Provide a guide and standard for customer communications which demonstrate understanding and empathy
    b. Development of the Stop Social Housing Stigma campaign

2. Culture at Berneslai Homes does not support delivery of agreed objectives and values (balanced risk appetite)

    a. Communications is an integral part of the Building Together culture programme and will reinforce the desired behaviours and ways of working

3. Poor reputation or relationships with stakeholders (cautious risk appetite)

    a. Raising awareness of the benefits of the ALMO model with key stakeholders
    b. Increased positive storytelling on social and traditional media

7. Strategic Alignment

The strategy sets out the role of the Communications and Marketing team in providing a strategic narrative to bring our values to life and enhance the employee experience; inspiring our teams to work closely and effectively together and champion Berneslai Homes.

Awareness and understanding of the Berneslai Homes strategic plan will be raised and communication campaigns will be designed around the key priorities.

8. Data Privacy

No processing of personal data has been undertaken for this report.

9. Consumer Regulatory Standards

The communications and marketing strategy will provide clear and timely organisational information with tenants and residents to ensure the achievement of all elements of the Regulatory Standard:

a. Transparency, Influence and Accountability
b. Tenancy
c. Safety and Quality
d. Neighbourhood and Community

10. Other Statutory/Regulatory Compliance

Not applicable.

11. Financial

The communications and marketing strategy will be delivered by the existing team and within the current marketing budget of £7,000.

12. Human Resources and Equality. Diversity and Inclusion

The strategy is closely linked to the people strategy and supports the Building Together culture programme. The team will play a critical role in reinforcing the desired culture and behaviours.

Accessibility and inclusion are integral to the strategy and the needs of both tenants and colleagues are considered in all communications.

13. Sustainability Implications

Not applicable.

14. Associated Background Papers

None

15. Appendices

Appendix A - Berneslai Homes Communications and Marketing Strategy 2027 - 30

Appendix A



Communications and Marketing Strategy

2027-30

berneslai homes

CONTENTS

Introduction and influencing factors	3
Purpose and vision	4
A trusted and transparent brand	5
Communications shaped by customers	6
Engaged and informed colleagues	7
Success measures	8
Who Berneslai Homes communicates with	9
Berneslai Homes communication channels	10



INTRODUCTION AND INFLUENCING FACTORS

This strategy has been developed in the context of the following influencing factors:

Internal factors:

Our vision
Creating great homes and communities with the people of Barnsley.

Our values
Our 3Cs values underpin our actions.



Berneslai Homes Strategic Plan
Our Strategic Plan sets out our priorities and what we want to achieve up to 2031. Our strategic plan is on our website www.berneslaihomes.co.uk

Our communications and marketing activity will support and demonstrate progress against strategic objectives.



People Strategy
The People Strategy outlines our commitment to nurturing a thriving workplace where our colleagues feel valued, supported, and inspired to deliver excellent services to customers.

Resident Insight and Engagement Strategy
The Resident Insight and Engagement Strategy sets out clear opportunities for tenants to influence decisions, strategies, policies, and services, and to hold the housing provider to account.

External factors:

Our approach will continue to evolve in response to the world around us. Political and regulatory change, economic pressures, changing customer expectations, technological innovation, legal responsibilities, and environmental priorities will all influence how we communicate and engage. Examples include:

- Local governance, devolved funding, changes in national housing policy and government priorities.
- Increasing regulation in the social housing sector, particularly the Transparency, Influence, and Accountability standard.
- Cost of living pressures affecting tenants and communities and the need to demonstrate value for money and the benefits of the arms-length management organisation (ALMO) model.
- Tenant and resident feedback gathered through Tenant Satisfaction Measures (TSMs), surveys, and participation in involvement opportunities.
- Stop Social Housing Stigma campaign.
- Developments in technology including Artificial Intelligence (AI) and automation.
- Communicating changes to homes and services associated with decarbonisation and environmental improvement.



PURPOSE AND VISION

Purpose

The purpose of this strategy is to provide a clear framework for how Berneslai Homes uses communications and marketing to support our strategic priorities, strengthen trust and reputation, and keep tenants and residents, colleagues, partners, and key stakeholders informed, involved, and connected.

It focuses on communications that are clear, accessible, and shaped around audiences, while supporting the organisation to be engaged, capable, and future-ready. It delivers marketing activities that position the organisation and maximise opportunities.

Vision

Our vision is to build a trusted and influential Berneslai Homes brand, rooted in our communities and recognised across the housing sector.

By telling a consistent, authentic, and compelling story about who we are and the difference we make together with tenants, we will strengthen our reputation locally and within the housing sector, creating connections and unlocking new opportunities for collaboration, partnership, and positive impact. Our key themes are:

- A trusted and transparent brand
- Communications shaped by customers
- Engaged and informed colleagues

A TRUSTED AND TRANSPARENT BRAND

Objective: To strengthen Berneslai Homes' reputation, promote the positive impact of our work, and position the organisation within the housing sector and local communities.

KEY PRINCIPLES

- Positive, authentic storytelling
- Credible thought leadership and sector expertise
- A consistent and recognisable brand that builds trust and connection

This will be achieved by:

- Proactively sharing engaging stories and case studies that highlight our services, community initiatives, partnerships, and organisational achievements.
- Building strong relationships with local and sector media, working with colleagues to respond effectively to enquiries, and addressing misinformation where appropriate.
- Monitoring media coverage, sector developments, and emerging communications trends to identify opportunities and risks to inform and improve our approach.
- Developing thought leadership content, speaking opportunities, and engagement and recognition within the housing sector; positioning the organisation as a credible voice on housing, communities, and related issues.
- Continuing to build our brand and champion the ALMO model. Positioning us as a community-focused organisation that is effective, great to work for and do business with, and unlocking opportunities for local collaboration and reciprocal benefits.

Underpinned by:
Alignment to Berneslai Homes Strategic Plan, vision, and values
Regulator of Social Housing Transparency, Influence, and Accountability standard
Media Policy
Brand Guidelines

COMMUNICATIONS SHAPED BY CUSTOMERS

Objective: To deliver clear, accessible, and customer-centred communications that help tenants and residents access services, understand collective responsibilities, and see the positive impact of Berneslai Homes in their communities.

KEY PRINCIPLES

- Relevant, timely, and tailored communications
- Embedding transparency, honesty, and accountability in all we do
- Celebrating the positive impact of the tenant voice and telling our stories together

This will be achieved by:

- Equipping colleagues with the tools and guidance to deliver timely, consistent, and clear information and advice on things that matter to tenants. Explaining when things don't go according to plan and providing opportunities for two-way conversation as we work to put things right.
- Audience-led, inclusive communications with digital by choice content that is accessible and 'mobile friendly', using alternative formats where necessary to meet audience needs.
- Clearly communicating our service standards and areas of responsibility to manage expectations and drive trust.
- Working closely with other teams and services to demonstrate how the organisation learns from tenant feedback that influences decision-making and shapes service improvements.
- Proactively working to tackle social housing stigma by using tenant-endorsed language, challenging negative stereotypes, and celebrating social housing and communities.

Underpinned by:
Alignment to Berneslai Homes Strategic Plan, vision, and values
Resident Insight and Engagement Strategy
Regulator of Social Housing Transparency, Influence, and Accountability standard

ENGAGED AND INFORMED COLLEAGUES

Objective: Support colleagues to understand Berneslai Homes' objectives and values, feel connected to the organisation, and inspired to perform their roles effectively now and in the future.

KEY PRINCIPLES

- A positive internal culture and employee advocacy
- Colleagues feel safe, cared for, and included
- Listening, learning, and improving together

This will be achieved by:

- Supporting the delivery of cultural development through communications and a strategic narrative that bring our values to life and enhance the employee experience; inspiring our teams to work closely and effectively together and champion Berneslai Homes.
- Delivering informative, engaging, and inspiring communications, exploring innovative ways to reach colleagues and creating opportunities for them to connect, share experiences, and celebrate success.
- Providing the right information, in the right way, so colleagues across different roles, locations, and working patterns have what they need to perform effectively.
- Clear, timely, and honest communication that helps colleagues understand change, why it is happening, and how they will be supported.
- Using feedback, case studies, and storytelling from colleagues to demonstrate how we listen, learn, and continuously improve together.

Underpinned by:
Alignment to Berneslai Homes Strategic Plan, vision, and values
People Strategy

SUCCESS MEASURES

A trusted and transparent brand

- Increased communication with elected members.
- Increased positive media coverage in regional, national, and trade publications, strengthening relationships with key media contacts.
- Increased volume and engagement with thought leadership content across different channels to demonstrate organisational expertise.
- Increased award nominations, shortlisting, and external recognition.
- Increased number of good news stories shared across channels that champion our tenants, colleagues, and partnership opportunities at Berneslai Homes.
- Improved brand perception and trust scores through stakeholder or resident surveys, demonstrating accuracy in stakeholders being able to describe what Berneslai Homes stands for as an organisation.
- Increased speaking opportunities at sector conferences and events, linking in with the objectives of the Senior Leader Visibility plan.

Communications shaped by customers

- Improved scores in relevant Tenant Satisfaction Measure results including keeping customers informed, and contributing positively to neighbourhoods.
- Improved scores in relevant non-standard tenant survey questions including being easy to deal with and satisfaction with online service provision.
- Through auditing tenant feedback and engagement data, demonstrate that key external communications are consistently reaching tenants, with gaps identified and evidenced improvement implemented.
- Maintain or increase key website metrics year on year.
- Increased reach and engagement across customer-facing communication channels including social media and email marketing.

Engaged and informed colleagues

- Improved employee survey scores in communication, organisational understanding, and engagement.
- Effective delivery of communications and activities to support the four ‘Building Together’ culture programme themes.
- Improved internal communications effectiveness score in annual communications survey to colleagues.
- Increased colleague-led stories, case studies, and participation in reward and recognition showing our values in action, learning, improvement, and colleague or customer impact.

WHO BERNESLAI HOMES COMMUNICATES WITH

Barnsley Council

- Elected members
- Leadership
- Other council services

Tenants and residents

- Tenants
- Leaseholders
- Housing applicants
- Involved tenants and residents
- Community groups
- Other Barnsley residents

Internal audience (our people)

- Colleagues
- Board members

Other key stakeholders and partners

- Local MPs
- SYMCA
- Barnsley 2030/40

- Public sector partners including SYFR, SYP, NHS
- Schools and colleges
- Trade unions

- Contractors/ sub-contractors
- Suppliers

- Prospective employees
- Prospective Board members

- Charitable organisations
- Voluntary organisations

- Local businesses

Sector and regulatory bodies

- Regulator of Social Housing
- Building Safety Regulator
- Housing Ombudsman
- Industry bodies (NFA, CIH, TPAS)
- Housing sector and similar organisations

Media

- Local
- Regional
- National
- Trade sector



BERNESLAI HOMES COMMUNICATIONS CHANNELS

Digital

- Website
- Social media:
  - Facebook
  - Instagram
  - YouTube
  - LinkedIn
- Monthly e-newsletter (tenants and residents)
- Digital screens in community buildings (high rise and ILS)
- Housing Online portal (including MyRepairs)*
- Voicescape
- Text messages
- Online surveys
- Check It Challengers

Face to face

- Governance meetings:
  - Council/ contractor
  - Board and Committees
- Involvement opportunities:
  - TVP and Scrutiny
  - Tenant Influence Panels
- Home visits (customer facing services)
- Contact Centres
- Community groups, meetings, and events
- Estate walkabouts
- Action days
- Sector networking and events
- Industry awards and recognition

Print/ brand assets

- Strategies, policies, and processes
- Annual Report
- Berneslai Beacon (newspaper)
- Annual rent increase letter and insert
- Posters/ flyers/ business cards and other items
- Tenancy documents
- Surveys
- Letters
- Branding:
  - Uniforms
  - Vehicle graphics
  - Signage

Non-owned channels

- Public relations
- Media
- Networks
- Paid advertising
- Partner channels e.g. Barnsley Council newsletters

Internal channels

- Email
- Microsoft Teams
- In person Team Brief sessions
- Toolbox Talks for craft operatives
- Intranet updates*
- Meetings
- Events

*Housing Online is managed externally by NEC. The intranet is managed by BH Support and used by the Comms Team to share company wide information and campaigns.

CONTACT US

For more information about the Communications Strategy, please contact the Communications team by emailing:



comms@berneslaihomes.co.uk



www.berneslaihomes.co.uk

Berneslai Homes



berneslai homes

www.berneslaihomes.co.uk

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November 2026

Minutes of Berneslai Homes Board held 24 September 2026.
4.00 p.m. Gateway Plaza

Present:

Ken Taylor (KT)	-	Chair
Richard Fryer (RF)	-	Board Member
Cllr Jayne Hulme (JH)	-	Board Member
Adam Hutchinson (AH) virtual	-	Board Member
Gez Morrall (GM)	-	Board Member
George Paterson (GP)	-	Board Member
Cllr Neil Young (NY)	-	Board Member
Jo Sugden (JS) virtual	-	Board Member

In attendance

Steve Feast (SF)	-	CEO
Emma Burton (EB)	-	Executive Director, Property Services
Dave Fullen (DF)	-	Executive Director, Customer & Estate Services
Rachel Taylor (RT)	-	Executive Director, Resources
Alison Dalton (AD)	-	Head of Strategic Housing BMBC

Prior to the commencement of the Board meeting, KT referred to the recent Away Day and next steps. The Strategic Planning Day will provide a valuable opportunity to share views on the descriptors relating to organisational culture. Consideration will also need to be given to the resources and approaches required to embed these throughout the organisation. The external facilitator could provide support if required. The importance of engaging all areas of Berneslai Homes, rather than focusing solely on the organisational hierarchy, was emphasised.

The development and implementation of the descriptors and associated behaviours will be a longer-term process.

Item 1 – Apologies Paul Clifford – Service Director BMBC	
Item 2 – Declarations of Interest None were declared.	

Item 3 – Tenants Voice – Keeping Tenants and homes safe in partnership with South Yorkshire Fire and Rescue A video of the planned emergency exercise was presented. The exercise helped crews familiarise themselves with the buildings, test rescue procedures and reassure tenants and residents, who provided positive feedback. Berneslai Homes officers attended to respond to queries, and further exercises will continue to build confidence. It was confirmed that, in a genuine incident, an alert would be sent to the Call Centre, which would activate the emergency plan and contact key personnel, including Council contacts, where if required they would declare a major incident. Personal emergency evacuation plans are in place for all residents with additional or specialist needs, with relevant information held in the Fire Box and known to responders. The active community group and effectiveness of established procedures were also noted. A previous accidental sprinkler activation had triggered the full response as intended, providing assurance that the systems and processes worked correctly. Members praised the video and thanked the team for producing it.	
Item 4 – CEO Update SF presented an update which covered national, local and BH. The key points were noted- a) **Overall progress:** positive operational progress made despite the challenges present when he joined Berneslai Homes. b) **Gas servicing – change to access route for warrants:** A potential solution has been identified for accessing properties with legal work continuing. The position is considered manageable going forward. c) **Green Project:** Progress has been made following the ballot result. An issue remains regarding standby arrangements and Unite's refusal to sign the collective agreement without providing a reason. A strategy is in place, and the Board will be kept updated. d) **Stores outsourcing:** The office review will consider opportunities to improve integration and combine teams across the organisation. e) **Staffing:** Staffing has improved, with a strong team now in place, including the Senior Management Team. f) **Ongoing priorities:** Culture, governance, financial management and performance remain the main areas of focus to support Berneslai Homes' future success. g) **Board agenda:** The meeting agenda contains a diverse range of reports. **The Board resolved that the update was noted.**	

Item 5 – BH Ltd Report and Accounts to end of March 2026.

RT presented the final Annual Report and Accounts for the year ended 31 March 2026. The Board noted that the financial statements would be finalised during the week, with no significant changes anticipated, and that the Audit and Risk Committee had reviewed the report with BDO in attendance.

The Board welcomed BDO's clean audit outcome and acknowledged the work of the Interim Executive Director of Resources and the wider team in preparing them. Turnover was £43.7m, with a reported deficit of £1.2m, including a pension adjustment of approximately £0.8m. The deficit also reflected the final contribution to the Council's growth programme, supporting the delivery of additional homes. It was noted that further work was required on the financial strategy.

AH, Chair of the Audit and Risk Committee, provided assurance that the Committee had undertaken a thorough review. Although the audit process had been challenging due to resource pressures, a positive outcome had been achieved. Only one control issue relating to stores had been identified; no further material issues were reported.

AH requested that the newly appointed directors be added to the report, and RT confirmed that this amendment would be made. KT also welcomed the clean audit and thanked the team for its work through a period of staffing changes.

The Board resolved that as recommended by Audit and Risk Committee:-

a) They noted BDO LLP Draft Audit Completion Report
b) Noted the 2025/26 financial results.
c) Approved the Letter of Representation be signed by the Chair on behalf of the Board.
d) Approved the 2025/26 Annual Report and Financial Statements
e) Approved that the statements be signed by the Chair and the Chair of Audit and Risk Committee and Company Secretary

Item 6 – 2026/27 Quarter One Performance Summary

DF presented the Quarter One Performance Summary, which provided effective Board oversight and is broadly consistent with previous reports.

The Board welcomed the significant improvement in damp and mould performance and commended the team's tenant engagement through community centres, community shops and the Salvation Army. This work had featured in the CIH Good Practice Guide and received positive feedback. Members nevertheless noted the risk of increased demand during the winter and the need to plan for the next three to six months.

The Board noted that four of the five Tenant Satisfaction Measures were 100% compliant. In relation to the 3,000 outstanding stock surveys, EB confirmed that the underperforming contractor had been replaced. The new company is due to

commence imminently and has provided assurance that the programme would be completed by year-end. Members raised concern about fluctuating Call Centre performance and the continued challenge of meeting response-time KPIs. DF advised that staffing and training issues had been addressed and a new IT system introduced to give call handlers easier access to information. Although the report covered Quarter One, performance in July and August had improved, with all KPIs being met and average call waiting times reducing significantly. Performance continues to be monitored through SLA meetings, with escalation through the joint arrangements where required. The Board noted that staff sickness remained rated red. RT confirmed there was no immediate concern; the newly approved sickness absence policy was expected to improve performance. Sickness is being closely monitored through regular reports to EMT, director-led case reviews and targeted deep dives where required. It was acknowledged that absence levels varied between service areas, including teams whose roles could not be undertaken from home. The Board discussed the increasing use of automation, technology and AI to improve productivity and performance. It was agreed that an appropriate Board training or strategy session should provide visibility of AI opportunities and the associated governance considerations. Members expressed concern about the health and safety of colleagues dealing with anti-social behaviour, including increasing physical and verbal abuse. Officers' knowledge, professionalism and resilience were commended. RT confirmed that EMT shared these concerns. Audit and Risk Committee had received limited assurance regarding lone-working devices in the past, and EMT had requested a report to determine whether further measures were needed. The Board noted the importance of reporting all incidents. Nine incidents in Property Services and one involving Wates had been reported during Quarter One through the PRIP Core Group. Comprehensive procedures and cautionary markers are in place, with intelligence shared between Berneslai Homes and BMBC. Wider partners, including health services and the Police, had reported increases in hate crime and concerns about under-reporting. Members emphasised the need to check that procedures were consistently followed, ensure organisational transparency and demonstrate support for colleagues while taking appropriate action against perpetrators. Board requested Audit and Risk Committee delve further into Staff Lone Working Health and Safety. **Board resolved that:-** **a) They had Scrutinised the contents of the Quarter One Performance Summary; and** **b) Noted the areas of underperformance, confirming their satisfaction with the actions in place to address these.**	RT RT

Item 7 – Repairs, Maintenance and Building Safety Update

EB presented the Repairs, Maintenance and Building Safety update**.**
The Board noted that repairs performance remained strong, with only minor improvement required against narrowly missed targets.
Damp and mould performance was positive, with plans in development to manage increased winter demand and the additional hazards arising from Phase 2 of Awaab's Law.

Disrepair cases are being managed through a clear plan and EB emphasised the need to understand the causes of cases and establish a feedback loop to prevent recurrence. Recent higher claim levels were attributed partly to reporting and processing time lags. It was noted that GP and EB would hold monthly meetings, commencing at the end of October, to review repairs and safety performance

Good progress had been made in reducing the empty homes backlog, with detailed operational oversight of major voids, clear accountability and a focus on financial impact. The downward trajectory was welcomed. 3C will be coming in and will look at the process flow, duplication, forecasting etc. The Board noted that most voids arose from tenant deaths or moves into residential or specialist care, rather than tenancy sustainment issues, and that turnover is around the sector median. The Board highlighted the importance of reliable property handover dates and certainty for incoming tenants. DF confirmed that properties would not be advertised until a confirmed handover date had been received from partners.

Implementation of Phase 2 of Awaab's Law is planned for November. System changes, expected in early October, would support management of all hazards; however, resources are being redeployed in anticipation of increased demand, and a contingency plan is being developed should interim manual arrangements be required to maintain compliance.

Board acknowledged the significant improvements achieved and extended thanks to all colleagues involved, including GP, for their contribution.

Board resolved that they had noted:-

a) **The improved Quarter 1 repairs, maintenance and building safety performance and the areas requiring focused improvement.**

b) **The improved August operational position for Awaab's Law performance and the remaining statutory compliance risk.**

c) **The current Legal disrepair status**

d) **The reduction in empty homes**.

Item 8 – Risk Management Annual Report

RT presented the Risk Management Annual Report, which had previously been considered by the Audit and Risk Committee. The report demonstrated a significant level of activity.

AH confirmed that the Committee had undertaken a detailed review of the comprehensive report. He highlighted the considerable effort invested in implementing the new risk management system and welcomed the quality and level of detail provided, including mitigation measures and risk scoring. He considered that the organisation was now better placed to take assurance from its approach to risk management and commended the work undertaken.

KT and RF welcomed the assurance map as a positive development.
GP referred to the Asset Management and Building Safety Board, which is attended by key colleagues. He considered it a valuable forum for senior colleagues to review and manage risks. The report also included additional risks identified by EMT, including the development of new Council homes and the associated impact on the Housing Revenue Account.

Board resolved that as recommended by Audit and Risk Committee:-

i. **They had Reviewed and agree the 2025/26 Risk Management Annual Report, including the quarterly update, strategic and operational risk registers, and any areas requiring further assurance.**
ii. **Considered and approved the Risk Management Policy, Risk Appetite Statement and proposed 2026/27 Risk Management Action Plan.**
iii. **Agreed the adequacy of risk management arrangements, information and assurance provided during 2025/26.**

Item 9 – Annual Report to Tenants 2025-26

DF advised that the Annual Report was key to complying with the consumer standards. The draft report had been approved by Customer Services Committee (CSC) in August and presented to the Board, with all required approvals now in place. CSC welcomed the way tenants had influenced the panel's role and work with 2 representative tenants sitting on the editorial panel. The report had been produced collaboratively by the Tenant Engagement and Communications teams and was recognised as a strong piece of joint working. The report will be published on the website and at in-person engagement events.

RF considered the process inclusive and felt that the document's content had been presented in a relatable way. The inclusion of TSMs throughout made the report feel accessible.

KT thanked those involved for their inclusive approach and felt that the resulting sense of ownership made the report more engaging and reflective of tenants' experiences.

Board Resolved that :- **a) They approved the Annual Report.**	
<u>Item 10 – Hearing Tenants – 2025/26 Impact Summary</u> DF presented the 2025/26 Hearing Tenants Impact Summary, which demonstrates through case studies how tenant engagement has influenced service delivery and provides assurance against the Regulator of Social Housing's consumer standards. The report will be published on the website. The Board welcomed the report and agreed that it clearly evidenced the impact of tenant involvement. Members noted that Berneslai Homes compared favourably with other providers, although its achievements should be promoted more effectively to audiences beyond the Council. Progress in strengthening communications and resetting tenant engagement arrangements was acknowledged, noting that communications are now shared in a more timely and accessible way. DF also referred to the major reset a year ago on tenant engagement, with the structure now bedding in. Further work is however required in some areas, and it remains a challenge in getting younger people involved. AD was pleased to see the spotlight on younger people and referred to the continued relationship with young care leavers. Board considered the report to be excellent and noted the positive impact it demonstrated. Members particularly welcomed its positive tone and the strong case studies included. The communications and marketing strategy will be presented to the Board in November, and future detailed reporting to CSC will also be more concise. **Board resolved that:-** **a) They agree that Berneslai Homes is meeting regulatory duties by offering a range of opportunities for tenants to influence decisions, strategies, policies, and services, and to hold Berneslai Homes to account.**	

Item 11 – Asset Management Strategy EB presented the report, noting that it is a comprehensive piece of work outlining the evidence and data used to inform asset investment decisions. It focuses on providing customers with safe, warm and well-maintained homes, with tenant priorities informing decision-making. Although technical in nature, the document describes Berneslai Home's and BMBC's approach to providing quality homes for customers. AD confirmed that she had been fully involved throughout the development process and considered the document to be pitched at the appropriate level. She welcomed the data-driven approach and considered the document to demonstrate effective collaborative working. **Board resolved that:-** **a) They approve the Asset Management Strategy 2026-2031.**	
Item 12 – Board Fact Sheet The fact sheet was noted. No queries were raised.	
Date of next Meeting - Date changed to Tuesday 24th November 2026.	