

**BERNESLAI HOMES BOARD –
11TH DECEMBER 2025
4 P.M. GATEWAYPLAZA LEVEL 10**

PUBLIC AGENDA

1.0	Apologies	16:00
2.0	Declarations of Interest	16:00 (5m)
3.0	Tenants Voice - Ambition Programme - Dylan's Story <i>For Information</i>	16:05 (10m)
4.0	CEO Recruitment <i>For Approval</i>	16:15 (5m)
5.0	Berneslai Homes Strategic Plan and Annual Business Action Plan for 26/27 and Update on Actions from the 25/26 Plan Quarter 2 <i>For Approval</i>	16:20 (10m)
6.0	Quarterly Risk Update <i>For Approval</i>	16:30 (5m)
7.0	Performance	16:35
7.1	Q2 Performance Summary <i>For Information</i>	16:35 (10m)
7.2	PRIP Performance Q2 <i>For Information</i>	16:45 (5m)

7.3 Building Safety Compliance and Disrepair Qtr 2 2025/26
For Information

16:50 (5m)

8.0 Regulator of Social Housing Update Report

16:55 (5m)

For Information

9.0 Board Fact Sheet

17:00 (2m)

For Information

10 | Minutes of last meeting held 25/9/2025

Date of next meeting – 19th February 2026



Creating great homes and communities
with the people of Barnsley

Report Title	CEO Recruitment	Confidential	No
Report Author	Ken Taylor (Board Chair), Richard Fryer (CSC Chair), Jo Sugden (Independent Board Member)	Report Status	For Approval
Report To	Board 11th December, 2025	Officer Contact Details	Carlawragg@berneslaihomes.co.uk samantharoeibuck@berneslaihomes.co.uk

1. Executive Summary	<p>The report covers: An update on the recruitment for a new Chief Executive for Berneslai Homes.</p> <p><u>Customer Voice/Impact</u></p> <p>Tenants were involved in the CEO recruitment process, specifically, a tenant panel interviewed the CEO candidates.</p>
2. Recommendation/s	<p>It is recommended that Board</p> <ol style="list-style-type: none"> 1. Ratify the decision of the Board appointed Time Limited Group to appoint Mr Stephen Feast to the position of Berneslai Homes' Chief Executive.

3. Background

- 3.1 Following approval at the September Board, a time limited group was established to complete the recruitment for the new Chief Executive. The group consisted of Ken Taylor, Chair of the Board, Jo Sugden, Independent Board Member, Richard Fryer, Chair of Customer Services Committee and the council representative Matt O'Neill, Executive Director Growth and Sustainability.

4. Current Position /Issues for Consideration

- 4.1 EMA Consulting were appointed to manage the recruitment of a new Chief Executive and Executive Director Property Services by the sub-Board group.

- 4.2 An extensive advertising campaign was delivered for both roles, followed by the appointments process below:
- Longlisting
 - Interviews with ema consulting
 - Shortlisting
 - Informal conversations with current Chief Executive, Amanda Garrard
 - Wave personality profiling
 - Final interviews and presentations with the main Interview Panel, customers and EMT/BMBC stakeholder panels
- 4.3 The final Chief Executive interviews were held on Monday 17th November with three candidates. Following strong performances from two of the candidates and much deliberation, the panel agreed to appoint Steve Feast. This decision reflected Steve's wealth of experience in the social housing sector and his previous roles as a Chief Executive.
- 4.4 Steve Feast will join Berneslai Homes from Northamptonshire Partnership Homes where he is currently Chief Executive. He has over twenty years' experience as a senior executive in social housing organisations, including ALMOs. Steve lives in Barnsley and has a strong emotional connection to the place, and in fact, started his career at Barnsley Metropolitan Borough Council as a Housing Management Officer in 1995.
- 4.5 Steve's start date has yet to be agreed but is likely to align with Amanda's leaving date to provide continuity.
- 4.6 According to the Board Terms of Reference:
Section 4.1 states that the Board is responsible for directing the affairs of the organisation in accordance with its Objects and Rules. Among its functions are:
- (b) Appointing (and if necessary, removing) the Chief Executive and approving their benefits and terms of employment;
- 4.11 states it is the Board responsibility*
- *To appoint (and, if necessary, remove) the Board Chair, the Chief Executive, members of the Executive Team, and members of the Board and Committees.*
 - *To establish time-limited task and finish groups with agreed delegations and membership to oversee the associated appointment process.*
- 4.7 The panel agreed to appoint Mr Stephen Feast to the position of Chief Executive, and this requires ratification by the Board.
5. Customer Voice/Impact
- 5.1 Tenants were involved in the CEO recruitment process, specifically, a tenant panel interviewed the CEO candidates.

6. Risk and Risk Appetite

6.1 Strategic Risk Appetite – Risk Adverse: avoidance of risk and uncertainty as a key organisational objective; prepared only to accept the very lowest level of risk.

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

7. Strategic Alignment

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

8. Data Privacy

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

9. Consumer Regulatory Standards

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

10. Other Statutory/Regulatory Compliance

Complies with the NHF Code of Conduct.

11. Financial

The salary for the post of Chief Executive is £145,718.

The costs for using an external recruitment consultant were £17,020 and these costs are managed within existing budgets.

12. Human Resources and Equality. Diversity and Inclusion

12.1 The recruitment process for the Chief Executive has been conducted in full alignment with the NHF Code of Governance principles. The board has exercised its responsibility for appointment and oversight, ensuring a transparent, fair, and inclusive process that reflects organisational values and regulatory standards.

12.2 Independent recruitment support was engaged to maintain impartiality, and equality, diversity, and inclusion considerations were embedded throughout. Stakeholder engagement was incorporated where appropriate, reinforcing accountability and adherence to best practice in governance.

13. Sustainability Implications

No specific implications from this report.

14. Associated Background Papers

[Governance Handbook](#)

15. Appendices

N/A

Report Title	Berneslai Homes Strategic Plan and Annual Business Action Plan for 26/27 and Update on Actions from the 25/26 Plan Quarter 2.	Confidential	No
Report Author	Head of Strategy Governance and IT	Report Status	For Approval
Report To	Board 11/12/2025	Officer Contact Details	Sam Roebuck samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 The Strategic Plan and Annual Business Action Plan have been subject to annual review, as set out in the Services Agreement between BMBC and Berneslai Homes. The current Strategic Plan for the period 2021 to 2031 was approved by the Board in December 2021.</p> <p>The Strategic Plan has been thoroughly reviewed and reformatted for consistency with other strategies and allow easier updates. Success measures have been simplified to remain relevant and easily measurable.</p> <p>1.2 The draft updated Strategic Plan is attached at Appendix 1.</p> <p>1.3 The DRAFT Annual Business Action Plan details the key actions and areas of focus for the coming year with associated budgets/costs, KPI's as set by the Council (and in line with the Regulator's requirements), a breakdown of where the management fee will be spent and updated staffing/governance arrangements. Board should note at this stage the financial figures and KPI's are from 24/25 and will be updated with 26/27 information when this available.</p> <p>1.4 A copy of the 2026/27 DRAFT Annual Business Action Plan is located at Appendix 2.</p> <p>1.5 Progress against the Plan is monitored monthly by SMT and quarterly by EMT and BMBC as part of the overall governance arrangements. To improve oversight to Board, progress on the Action Plan has been reported to Board on a quarterly basis.</p>
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	<p>1.6 A 6 monthly Update on the 25/26 Action Plan is included in this report.</p> <p>1.7 The internal BH action plan for 26/27 will be presented to Board at the February meeting.</p>
2. Recommendation/s	<p>Board is requested to: -</p> <ul style="list-style-type: none"> • Approve the review of the 10 year Strategic Plan. • Approve the draft Annual Business Action Plan for the period 1st April 2026 to 31st March 2027 and delegate any minor amendments to the Strategic Plan and Annual Business Action Plan to the Chief Executive, as the plans go through the approval process with BMBC. • Note the six monthly update on progress against the Annual Business Action Plan.

3. Background

- 3.1 The current Strategic Plan for the period 2021 to 2031 was approved by the Board in December 2021.
- 3.2 The Strategic Plan was formally approved by the Council in February 2022, and as part of the Services Agreement with the Council it is reviewed annually with a new Action Plan developed and agreed with BMBC each year.
- 3.3 The progress against the Strategic Plan is monitored by BMBC as part of the governance arrangements.
- 3.4 The Strategic Plan 2021 to 2031 was subject to a full overhaul in 2021, and also launched our values Customer First, Can Do and Curious. All our activities and actions from our plan are linked back to our Strategic Plan and our vision and values.

4. Current Position /Issues for Consideration

Strategic Plan and Annual Business Action Plan 25/26

- 4.1 The current Strategic Plan has been subject to its annual review attached at Appendix 1. The Plan has been subject to a full review to ensure it remains relevant, fit for purpose, and aligns to the 5 year review of the Services Agreement with BMBC.

4.2 The revised plan has been subject to extensive consultation with staff, tenants, leaseholders, Board members and BMBC. Consultation included a session with Board members, BMBC, a customer panel attended by tenants and leaseholders and a survey was also issued to all involved tenants. We held two leadership forum sessions with leaders who then held sessions at their team meetings, so we received feedback from all teams. All this feedback was collated and has been utilised to develop the new plan.

4.3 The feedback from stakeholders was clear:

- Some of the ambitions were areas that underpin our main priorities and should be removed.
- Re-name ambitions to priorities
- We need to get the basics right
- The link for staff to the plan needs to be clearer
- We need to work on our data and processes, and reduce duplication
- We need to optimise use of our current systems
- We need to improve communication and be open, honest and transparent about where we are and to be realistic in our current priorities.

The landscape has changed since the original Strategic Plan, and the revised plan has been produced to reflect this. Ambitions, now called priorities, have been revised based on this feedback to emphasise clarity and focus on getting the fundamentals right.

The six ambitions have been revised as below and are now four priorities:

Current Ambition	From 26/27 Priority
Hearing Customers	Listening and Responding to Customers
Keeping tenants Safe	Keeping Tenants safe
Employment and Training	Employment and Training (updated to focus on staff and tenants)
Growth of Homes and Services	Efficiency and Effectiveness
Technology and Innovation	Deleted as underpins all our priorities
Zero carbon	Deleted as underpins all our priorities

4.3.1 The success measures have also been reviewed and updated. These are now clear and concise and are in one page in the Strategic Plan.

4.4 The draft of the revised Strategic Plan has been shared for feedback with BMBC, BH Check it Challengers and a Board sub group consisting of Ken Taylor Chair of the Board. Jo Sugden Independent Board member and Adam Hutchinson Chair of Audit and Risk Committee. This feedback has been captured and weaved onto the proposed draft plan for Board approval.

Annual Business Action Plan

- 4.5 The Annual Business Action Plan (Appendix 2) is included within the Strategic Plan which details the key actions and areas of focus for that year with associated budgets/costs, stretching KPI's, a breakdown of where the management fee will be spent and updated staffing/governance arrangements. Board should note the budget and KPI's are currently from 24/25.
- 4.6 Both documents have also been shared with BMBC and comments/ amendments to the Plan will be agreed as part of the BMBC approval process.
- 4.7 A six monthly update on progress against last year's Plan is included as part of this report and an annual update will be presented to Board in May 26.
- 4.8 The actions in the Annual Business Action Plan reflect the priorities identified by Board, staff, our customers and BMBC to ensure we continue to deliver to our priorities.

Progress Against Annual Business Action Plan 25/26

- 4.9 Attached at Appendix 3 is the 6 month progress made against the Annual Business Action Plan for 25/26. As previously reported to Board some of these actions are longer term and have therefore been carried over to 2026/27.
- 4.10 **Key highlights**

Review of Repairs Modules including DRS, JM to ensure the new system is used to its full functionality.	Great progress has been made on this with regards to responsive repairs and the use of the system. Several benefits have been realised from this project. Any further improvements to be picked up as business as usual.
Improving Data quality, accuracy and maturity and using this data to tailor services for our tenants.	We have a data tool in place, Data Logic that is being used to assist in the cleansing of our data, we have refreshed our data standards and are improving the Governance arrangements for data across the organisation.
Maximising Income	Voicescape Caseload Manager and Collections is fully implemented with an annual review underway. Agreements Manager to be implemented this financial year.
To achieve EPC C by 2030 and Net zero by 2045	A number of the milestones set for 25/26 have been completed.
Actions from the Regulator of Social Housing inspection.	These have been implemented or are in progress

5. Customer Voice/Impact

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 new Plan.

The feedback from tenants as part of the consultation is published on our website.

The new Annual Business Action Plan for 25/26 has been developed following these sessions to ensure the actions link to the priorities identified as part of the strategic plan consultation.

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.

- Neighbourhood and Community Standard
- Safety and Quality Standard
- Tenancy Standard
- 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

The revised Strategic Plan has been refreshed on a BH template. This will save £1,500 as the plan has been produced internally and will not require external graphic design. This also means it can be updated more easily at each review.

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

12. Human Resources and Equality, Diversity and Inclusion

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

13. Sustainability Implications

A key focus for the Business Plan for 2026/27 Annual Plan and beyond is to ensure that there is robust data and to ensure that the Council and Berneslai Homes are best placed to access funding opportunities for insulation and renewable technologies, as they arise.

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 25/26 update



Strategic Plan

2021-31

Roots in the past, eyes on the future

5 year refresh, effective from April 2026

Contents

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Welcome to our Strategic Plan 2021-31

Welcome to our updated 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.

When we set out the original plan in 2020/21, the housing and wider world was in a vastly different place. As we came out of the COVID-19 pandemic, we worked with tenants to develop an ambitious plan for the future. This year, we've taken stock of where we are now, the impact of factors including the pandemic, the cost of living crisis, regulatory changes, and increased legislation affecting the housing sector.

In light of these changes, we've worked with key partners, including Barnsley Council, tenants, and leaseholders, to reset the priorities for the next few years. While some things remain unchanged, our commitment continues and we'll work with as many tenants as possible to continue to improve services. We'll strive to be the best we can be within the resources we have available, and to provide the most efficient and effective services possible.

The revised plan covers the 5-year period from 2026-27 until 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 the impact a warm, safe, and secure home has on a tenant's physical and mental health and wellbeing. Good quality, energy efficient, and safe housing helps people stay healthy and provides a stable base to help achieve 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 - C) by 2030.

As the new regulatory regime continues to expand with Awaab's Law effective from October 2025, and the new Competence and Conduct Standard for housing professionals from October 2026, our approach is to be proactive, ensuring we meet all these requirements and embrace the positive changes they will bring for tenants. The consumer standard C1 judgement and feedback from the Regulator of Social Housing (RSH) recognises we need to work with tenants and leaseholders to improve outcomes and services.

Thanks to everyone who has worked with us to develop the revised plan. We look forward to the challenges and opportunities it brings, ensuring we provide the best services we can to council tenants and leaseholders in Barnsley.



A. L. Garrard

Amanda Garrard
Chief Executive*

Ken Taylor

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.

We spend and invest wisely to achieve value for money.

Tenants are at the heart of all we do.



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 value-for-money service delivery.



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

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.

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 expenses, and help 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 to meet the challenges and opportunities of their 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.



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; to be a high performing and learning organisation that continues to transform, learn, and use innovation to improve our services to tenants whilst being as efficient as possible. Our principles are:

Excellent customer services

Aligns to our value of 'customer first'. We'll deliver a consistent, responsive, respectful, and solution-focused service that meets the needs of our customers. We'll actively listen, build trust, and customer views will be at the heart of our decision-making. We'll continue to improve our services through learning from complaints and, although we're in a good position, recognise that more work is needed to improve our communications and to improve our Tenant Satisfaction Measures.

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 taking place within the organisation. We'll review our working practices to streamline processes and decisions and break down silo working to deliver our core services. We'll deliver value for money through effective governance (monitored by the Transformation Board), continuous improvement, and ensuring long term sustainability and trust whilst supporting 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, our local communities, and organisations across all sectors to achieve the Council's vision of Barnsley being 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 that 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 5 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

- Berneslai Homes remains committed to 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 - we will further build on this.
- 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.



How we will measure success

- Quarterly reviews at 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.





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.

December 2025

APPENDIX A: Berneslai Homes Annual Business Action Plan

Overview

Berneslai Homes was established in December 2002 with Construction Services joining from 2005 and is a local housing company, 100% owned by Barnsley Council; 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 our 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.

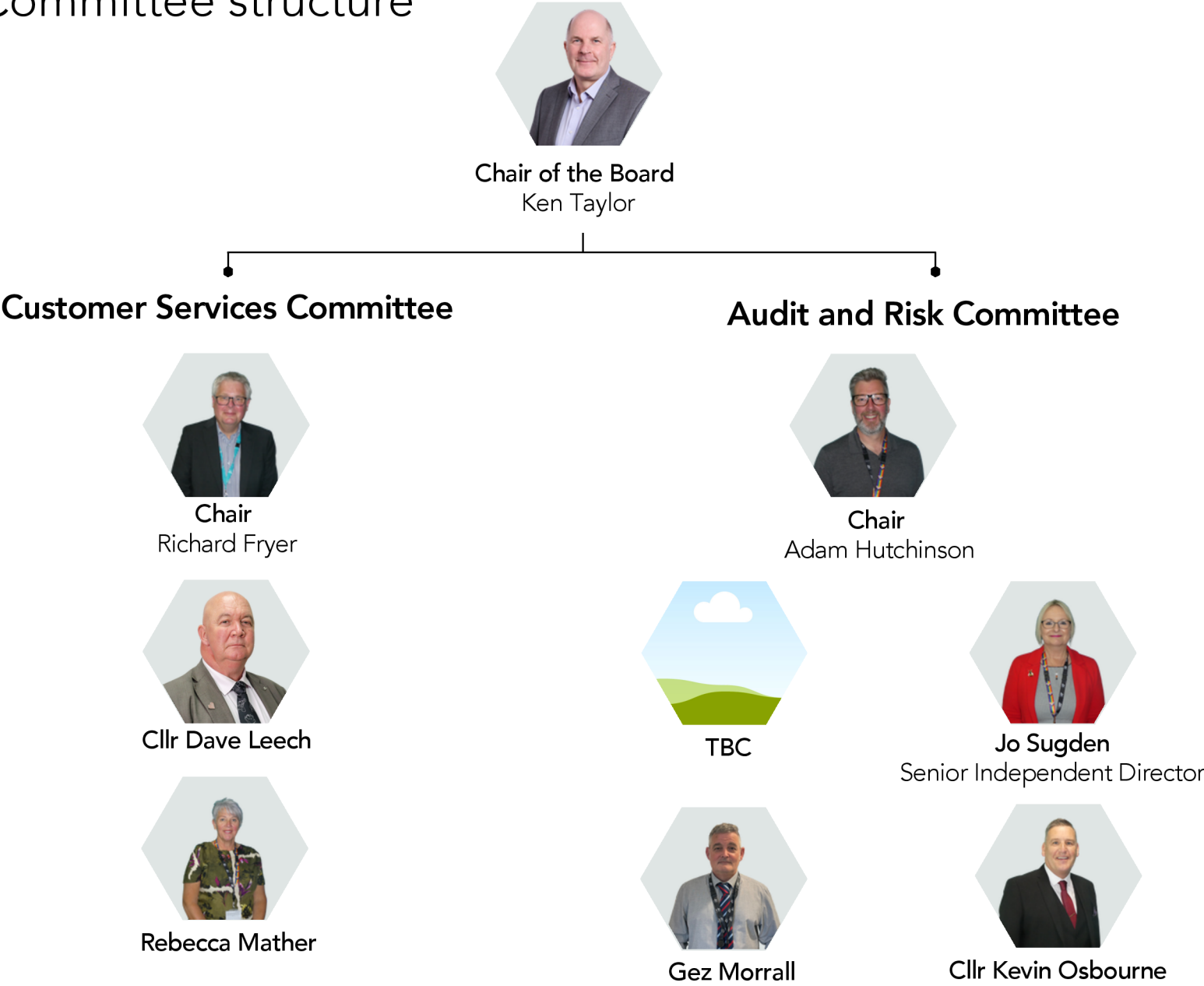
We support people to manage their tenancy.

We engage with and listen to our customers and communities.

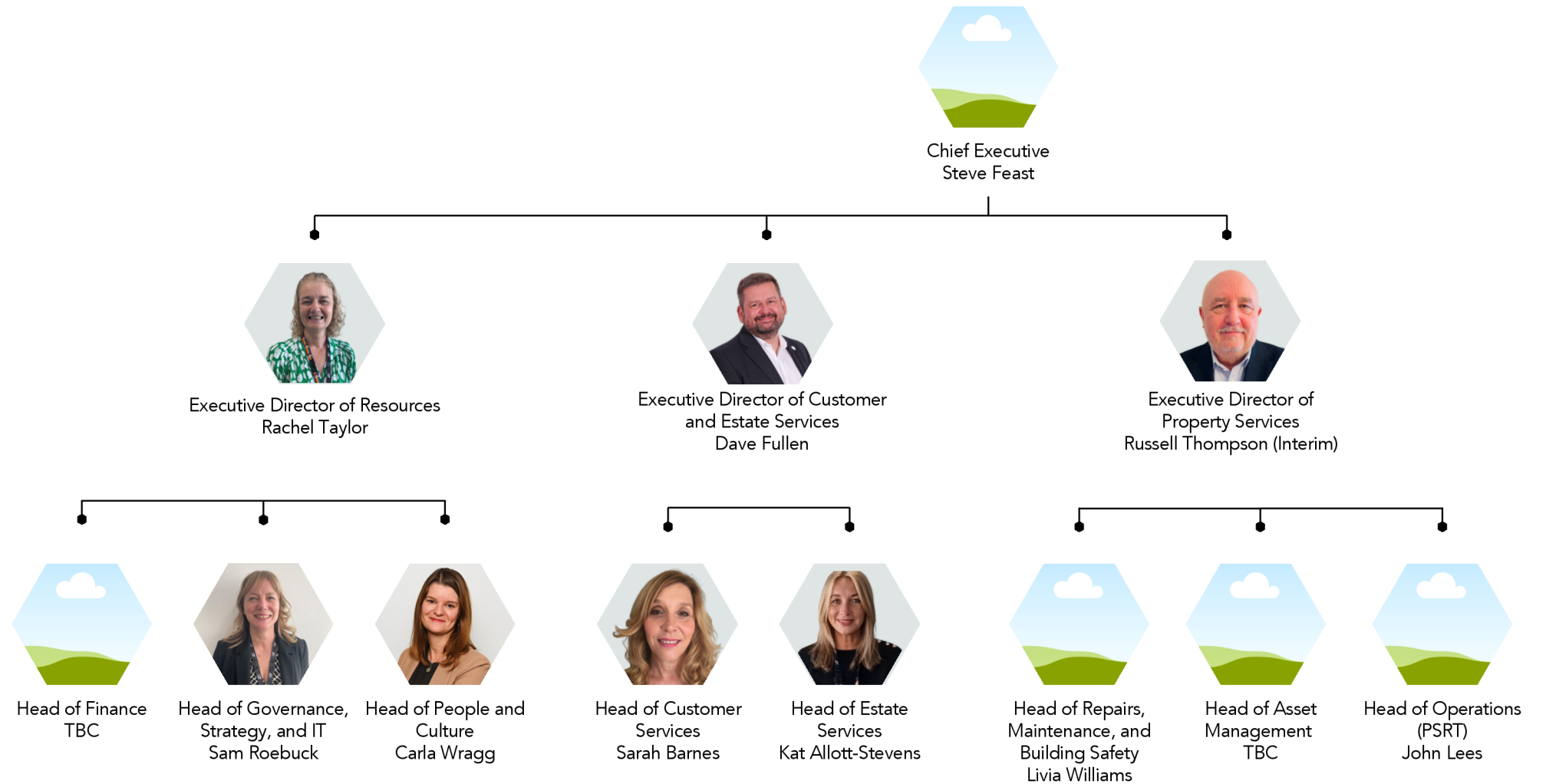
We work with our shareholder Barnsley Council to build and acquire new homes.



Board and Committee structure



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



Barnsley Homes key priorities and focus 2026-27

Barnsley 2030 objective	Action	Strategic Plan priority	Key milestones	Date	BH lead and additional resources
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	Head of Strategy, Governance, and IT
			Using data to move to more predictive performance, budget and programmed requirements by increased analysis of the accurate data	31/03/27	
			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	
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 and possible external consultant support
			Eforms moved to a more effective solution	31/03/27	
			Chatbot created on BH website	31/12/27	
			Data Lake scoping work completed and decision made with BMBC with regards to BH and priorities	30/09/26	

APPENDIX A: Berneslai Homes Annual Business Action Plan

Barnsley 2030 objective	Action	Strategic Plan priority	Key milestones	Date	BH lead and additional resources
Growing Barnsley	Embedding and evaluating the governance and relationships between BH/ BMBC from the Savills' review	Listening and responding to customers	New governance structure in place	01/04/26	CEO and Chair of the Board
		Keeping tenants safe	Regular review of format and attendance of meetings through first 6 months	31/10/26	
		Increasing efficiency and effectiveness			
		Improving opportunities for employment and training	Evaluate success and make any recommendation for further improvements	31/03/27	
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 Estate Services/ Voicescape Engage
			Enhance range of transactional surveys		
			Introduce Voicescape Engage		
			Co-produce Neighbourhood Plans with tenants and local councillors (May 2026)		
			Reintroduce Berneslai Beacon (1 edition a year)		
			Increase insight (Knowing our Customers project)		
			Maximise opportunities for Board to hear 'unfiltered voice of tenants' (Quarterly updates to Customer Services Committee)		

APPENDIX A: Berneslai Homes Annual Business Action Plan

Barnsley 2030 objective	Action	Strategic Plan priority	Key milestones	Date	BH lead and additional resources
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 Estate Service, Head of Repairs, Maintenance, and Building Safety, BMBC Finance, Legal, possible external consultant support for service charges
			Maintain void levels at no more than 151 throughout the year to minimise void rent loss- Review and reset in year targets		Tenancy Agreement review. Project management resource
			Working with BMBC undertake Service Charge Review including, subject to legal opinion, review of Tenancy Agreement.		Resources for Service Charge and Tenancy Agreement review
			Prepare for Rent Convergence (subject to national and local policy decisions). (31 March 2027)		
Healthy Barnsley	Phase 2 Awaab's Law readiness and delivery.	Keeping tenants safe	Q1 – Gap analysis of current hazard coverage, systems, procedures and training	30/10/26	Head of Repairs, Maintenance, and Building Safety
Sustainable Barnsley			Q2 – Q3 – Update policies, revise procedures, initiate training for new hazard categories, commence systems integration/automation for triage and tracking. Go Live October		

APPENDIX A: Berneslai Homes Annual Business Action Plan

Barnsley 2030 objective	Action	Strategic Plan priority	Key milestones	Date	BH lead and additional resources
<div>Learning Barnsley</div> <div>Growing Barnsley</div>	Development and Implementation of a new Asset Management Strategy jointly with BMBC.	Increasing efficiency and effectiveness	<p>April 2026 – Mobilisation and Diagnostic set up. Project initiation and baseline review.</p> <p>April 2026 –Project initiation and baseline review.</p> <p>May 2026 – Insight and evidence gathering.</p> <p>May 2026 – Stock performance and portfolio analysis.</p> <p>June 2026 – Stakeholder engagement and strategic drivers.</p> <p>June 2026 – Engagement and future priorities mapping.</p> <p>July 2026 – Option appraisal and strategic framework.</p> <p>August 2026 – Drafting & Internal Review.</p> <p>September 2026 – Approval and implementation planning.</p> <p>September 2026 – Board approval and launch.</p>	30/09/26	Head of Assets
<div>Learning Barnsley</div> <div>Growing Barnsley</div>	Develop and implement the review of the organisational structure to reflect priorities and resources.	Increasing efficiency and effectiveness	<p>Property Services Review and Revised Structure by 31/3/27</p> <p>Review of remaining Customer & Estate Services linked to IT improvements and automation by 31/03/27</p>	31/03/27	Executive Director Property Services and Executive Director of Customer and Estate Services

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	2026
Communications Strategy	2026
People Strategy	2026
Sustainability Strategy	2027

Finance and our budgets 2026-27

<u>Income</u>			
Management Fee	XXX	Human Resources Head Office Performance and Information Together Housing Governance and Strategy Damp, Mould, and Disrepair Housing growth	
<u>Expenditure</u>			
Caravan Site Heating Services Unit Customer Service and Engagement Team Tenant First Chief Executive Board Central Housing Management Services Finance Lettings Housing Management Teams Income Asset Management Repairs, Maintenance, and Building Safety Community Refurbishment Scheme Community Buildings Team	XXX	Total expenditure Interest on Cashflow	XXX
		Surplus (-) /Deficit (Funding from reserves)	XXX
		Grounds Maintenance: Barnsley Connects: Community Safety and Neighbourhoods: Repairs: Capital Core Programme: Regulatory – Fire Safety: Zero Carbon Initiatives: Housing Growth: Expended to Date:	XXX

How will we measure success?

APPENDIX A: Berneslai Homes Annual Business Action Plan

Theme	Measure	Description	Theme	Measure	Description
Overall satisfaction	TP01	Overall satisfaction with the services provided	Respectful and helpful engagement	TP06	Satisfaction that the landlord listens to tenant views and acts upon them
Maintaining building safety	BS01	% of homes that have had all the necessary gas safety checks		TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them
	BS02	% of homes in buildings that have had all the necessary fire risk assessments		TP08	Agreement that the landlord treats tenants fairly and with respect
	BS03	% of homes in buildings that have had all the necessary asbestos management surveys or re-inspections	Effective handling of complaints	CH01 (1)	Complaints relative to the size of the landlord (Stage 1)
	BS04	% of homes that have had all the necessary legionella risk assessments		CH01 (2)	Complaints relative to the size of the landlord (Stage 2)
	BS05	% of homes in buildings where the communal passenger lifts have had all the necessary safety checks		CH02 (1)	Complaints responded to within Complaint Handling Code timescales (Stage 1)
Keeping homes in good repair	TP05	Overall satisfaction that the home is safe		CH02 (2)	Complaints responded to within Complaint Handling Code timescales (Stage 2)
	RP01	Proportion of homes non-decent		TP09	Satisfaction with the landlord's approach to handling complaints (only those making a complaint in last year)
	RP02 (1)	Proportion of non-emergency repairs completed in landlord's target time	Responsible Neighbourhood Management	NM01 (1)	Anti-social behaviour cases relative to the size of the landlord
	RP02 (2)	Proportion of emergency repairs completed in landlords target time		NM01 (2)	Anti-social behaviour cases relative to the size of the landlord (hate related)
	TP02	Satisfaction with overall repairs service		TP10	Satisfaction that the landlord keeps communal areas clean and well maintained
	TP03	Satisfaction with time taken to complete most recent repair		TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods
Theme	Measure	Description		TP12	Satisfaction with the landlord's approach to handling anti-social behaviour
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			

APPENDIX 3

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

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q1 Update	Q2 Update	Q3 Update	Q4 Update
Healthy Barnsley	Review of Repairs Modules including DRS and Job Manager to ensure the new system is used to its full functionality to deliver efficient, effective, and timely customer service (NEC Repairs First)	Technology and Innovation	Ownership of system by Business Leads within Property Services; Actions to improve use approved and commenced Procedures revised to meet system requirements ; Anticipated benefits realised and savings achieved; Consultant to support BH in the review of our systems and processes;	April 25 April 25 October 25 April 26 Commenced late 2024 to allow for familiarity and self management	Head of Governance and Strategy, Head of Operations, Head of Repairs, maintenance and Building safety	Head of strategy, Governance and IT update - Review ongoing, Business leads identified and Consultant was appointed Dec 24 - complete . several improvements to procedures have been made to the responsive repairs - complete . Top 5 initial recommendations due to be concluded by end of July 25. Head of Repairs, Maintenance and Building Safety update: DRS is working well for managing the Repairs and Maintenance Inspectors (RMI) appointments. Following the feed-back from the team, we will be looking to roll out the DRS to the damp, mould and disrepairs RMIs. Continue to support with following up on the actions from the initial recommendations	Head of Strategy, Governance and IT - Benefits being realised on responsive repairs including reduced calls, reduced repair chase ups, increased productivity, increased satisfaction with the repairs service, reduced emergency repairs. Strategy report to EMT on any further reviews of system usage October/November 25 to be delivered as business as usual. Head of Operational Delivery seeing improvements in efficiencies and positive feedback from PSRT management. Customer calls reducing and less jobs passed to Standby due to efficiencies and improved productivity within workforce. Complete for Responsive Repairs		
Healthy Barnsley	Improving Data quality, accuracy and maturity and using this data to tailor services for our tenants.	Hearing Customers	Following demos of data tools in 2024, a trial of tools to enhance data quality across systems Self-financing business case to purchase software Data standards and data champions across the organisation Improved induction for IT systems across the organisation	April 25 May 25 June 25 Throughout 25/26	Head of Governance and Strategy - savings to be identified to enable BH to invest on a data tool. Resources required from across the organisation.	Head of Strategy, Gov and IT update - 12 month contract for a data tool in place from April 25 - complete . Data standards refreshed. - complete . Working with teams to identify data champions	Head of Strategy, Governance and IT - Work is ongoing in correcting inaccurate data and improving the data Governance arrangements across the organisation.		
Learning Barnsley	IT Modernisation - Using technology to streamline services and review and automate processes where possible.	Technology and Innovation	Work with BMBC in their digital transformation journey to improve automation for BH. Consideration of CRM through Dynamics, commencing with a discovery piece and project plan for implementation over a 3 year period. Development of modules within NEC Assets and Asbestos	Throughout 25/26 and beyond	Executive Director of Resources & Head of Governance and Strategy (IT budgets) BMBC Digital Project Manager External Consultants to potentially build CRM NEC Consultants Head of Assets	Head of Strategy Gov and IT - initial discovery work complete and Minimum Viable Product identified. - complete Discussions with BMBC due August 25 on any potential next steps. Assets and Asbestos potential go live end of Sept 25	Head of Strategy Governance and IT - Discussions held with BMBC and small initial area being scoped out for Dynamics CRM. Assets and Asbestos live September 25 - complete .		
Healthy Barnsley	Hearing and responding to a wider tenant voice, customer Engagement and Influence	Hearing Customers	Review successfulness of Insight and Engagement Strategy Fully develop chosen insight IT platform Increase insight following successful launch of Knowing our Customers Project Tenants conference held codesign pilot	01/01/2026 April 25 ongoing through 25/26 Summer 25	Head of Customer Services& Engagement Manager budget for insight platform	Head of CS - Tenant Conference plan cancelled. Strategy approved by Board but deferred approval by BMBC pending review of TVP/Governance changes. TPAS appointed to support an independent review. Full range of surveys are operational through voicescape gaining increased feedback from tenants. Positive recruitment of wider tenant base - more active involvement Scrutiny project on communal areas progressing well 600+tenants been consulted for the codesign pilot.	TPAS review complete and recommendations being consulted with TVP, Customer Panel and report to CSC Nov 25. Recruitment campaign developed and to launch Nov 25. CSC to agree to delegate final changes to model and Insight and Engagement Strategy to Exec Director of Customer and Estate Services. Complete - Voicescape development. Complete - Scrutiny and findings at CSC Nov 25		

Growing Barnsley	Maximising Income	keeping Tenants safe	Reduce void rent loss and maximise rental income. New void action plan and working group to deliver benefits. Processes being remapped to deliver process efficiency	November 24 - March 26	Head of R,M&BS & Head of Estate Services Head of Estate Services	Head of RMBC Update: Voids Task Group has been set up to manage the voids action plan with contractor partners, Wates and PRST. At Quarter 1 end, voids completion run rates are still low, therefore a Voids WIP Recovery plan has presented to Board. Key actions to follow up on include: increase surveying resource, increase contractor capacity and deliver value for money. Head of Estate Services - void high level process maps to be completed by 29.8.25 and operational process maps by 30.11.25	Head of Estate Services: Strategic Void Meetings weekly to ensure high level focus. Void trajectory on track to meet year end target provided delivery continues as forecasted. Weekly SIT reports to EMT. Head of RMBS: Audit Management Actions have been put in place to ensure budget /financial controls are in place and financial regulations are being adhered to. The Voids Strategic Group scrutinises the empty homes delivery plan and how contractor partners meet their commitments to achieve the YE target of 151 voids. As from Oct 25, PSRT have increased their resource capacity with an additional 3 sub-contractors. WPS are also due to confirm the total number of voids they could complete by end of March 26 based on their delivery resource.		
			Voicescape Caseload Manager in place to increase effectiveness of Income Collection & Automation to be turned on w/c18/11/24 to further enhance Income Collection performance			Voicescape Caseload Manager & Collections fully implemented on target and within budget. 25/26 plans to implement Arrangements Manager to further enhance service offer, improve customer experience and maximise income. To be implemented by October 2025 and to align with existing contract.	Head of Estate Services: Voicescape Caseload Manager & Collections fully implemented. Annual review underway. To fully implement Agreements Manager Q3.		
Healthy Barnsley	Complete all Repairs backlog	keeping Tenants safe	Monthly reporting, backlog up to 31st March 24 will be manual Reduce backlog by c50% (backlog projections produced for board) Increase output by -delivery partners establishing a joint working group Nov 24 to learn from each other regarding efficiency improvement for increased output virement made to balance 24/25 budget and deliver increased planned repairs within period Improve communications to tenants to advise backlog position	April 25 daily and ongoing throughout 25/26	Head of R&M and Building Safety	Head of RMBS Update: At the end May there were 1767 planned repairs raised, and an estimated additional 2070 jobs by the end of the financial year. For this year it is estimated 2500 planned repairs to be delivered within the existing budget. A total of 455 jobs were completed as of the 31st May. There are no WIP concerns and all works orders are completed within the 18 month target as set in the Repairs and Maintenance Policy Based on the current trajectory, there is a forecast HRA Revenue budget shortfall. The HRA (Repairs and Maintenance) Budget Monitoring Group will be closely monitoring the repairs budget and agree mitigating actions.	Head of RMBS update At the end of September 25. To date there were 1222 planned repairs and one offs completed, with an additional 221 WIP planned repairs and 330 jobs to be released. The overall planned works completion projection for this year is 1773 planned repairs that would be completed within this year HRA Revenue budget. The shortfall for 727 jobs from the originally projected 2500 jobs is mainly due to budget restriction. This will be further reviewed at the HRA (Repairs and Maintenance) Budget Monitoring to help identify areas of underspent that could be reallocated to planned repairs.		
Sustainable Barnsley	To achieve EPC 'C' by 2030 and Net Zero by 2045 (Development approach to sustainability)	Zero Carbon	Strategic - Intelligent Energy Modelling (SAVA) system implemented to provide revised baseline position for measures/costs for Council Stock to achieve "EPC C" and Net Carbon Zero 20245	Jan-25	Head of Asset Management	Head of AM update: SAVA platform live and providing relevant measure/cost information for EPC C and Net Carbon Zero- complete			
			Strategic - Development of a Retrofit Strategy/Plan in consultation with Council and identify and agree funding to support objective - Strategic - Establish and agree a delivery model/approach.	Apr-26		Head of AM update: agreed to between BH / BMBC key stakeholders to develop position statement	Head of AM update: Berneslai Homes has submitted a position statement to BMBC, We are collaborating with them as part of the HRA 30-year business planning and investment process. The aim is to assess options for funding the full EPC works within the existing HRA budget.		
			Strategic - BH/BMBC Asset Management Housing Stock Board vehicle for active asset management of Council stock	Dec-25		Head of AM update: BMBC/BH Asset Management Stock Board operating on a bimonthly basis - complete			
			Operational - Energise Barnsley Ltd 1000 PV scheme	Sep-25		Head of AM update: by the end of Q1, 350 solar PV installations completed	Head of AM update: by the end of Q2, approx 500 solar PV installations completed		

			Operational - Warm Homes: Social Housing Fund (was SHDF prev) Wave 3. Continue to work collaboratively BH/BMBC to design and apply for government funding through the scheme.	March 25 to April 25		Head of AM update: Successful for wave 3 funding. between 135-150 properties to be included. 3 year delivery programme to commence Sept 2025 - complete			
			Operational - Stock Condition and EPC programmes 20% per annum from April 2025 via a risk based approach to support ongoing data collection and understanding of Council Stock	Apr-25		Head of AM update: New contract been awarded. Contract start date 1st August 2025. 20% SCS to be delivered up to FY end - complete			
Sustainable Barnsley	Work in partnership with BMBC to embed the changes resulting from the 5 year contract review of the Property Repair and Improvement Programme (PRIP)	Hearing Customers	Evaluate impact of contract amendments and report to Board	Sep-25	Executive Director of Property Services Executive Director of Resources	Feedback sessions taking place with savills on the outcome of the review. Working groups set up and lead officers identified to progress the recommendations.	We continue to work with council colleagues to deliver actions from the review. Roles and responsibilities clarified and further improvements on the PRIP contract ongoing (i.e R6 Void Changes)		
Healthy Barnsley	Actions from Regulator of Social Housing Inspection during 2024	Hearing Customers	Ensure the outcomes of Tenant Engagement and Influence are always captured and shared	Ongoing through 25/26. linked to insight and engagement strategy	Head of Customer Services	Report to Board on tenant voice impact scheduled Oct 25. Refreshed comms plan CSC report quarterly.	Revised summary report now published monthly online complete		
			Publicise Language Line services and ensure we proactively offer to translate	May-25 / Moved to Oct-25	Head of Customer Services	Comms to be produced.	Commenced with contract renewal		
			Review opportunities for tenants to have more direct communication with BMBC as their landlord	May-25	Head of Customer Services	Commenced review with TPAS to increase tenant voice and arrangements from BMBC communication	TPAS review complete and recommendations being consulted with TVP, Customer Panel and report to CSC Nov 25.		
			Increase our actions to increase diversity in our engaged tenants group	Ongoing through 25/26. linked to insight and engagement strategy	Head of Customer Services	Recruited 30+ tenants through positive engagement. Profile more representative. TPAS consultancy to support this further	Refreshed profile shows more diverse actively involved tenants. Experience surveys now analysed by diversity strands. Positive outreach in communities - community shop, damp and mould sessions, walkabouts, traveller site and care leavers		
			Work with BMBC to include tenants in setting KPIs BAU	Throughout 25/26	Head of Strategy, Governance and IT	H of S, G and IT - tenant sessions held by BH with BMBC and contributed to the target setting. To be completed annually. - Complete			
			Introduce a clear methodology to prioritise the future 20% rolling stock condition survey programme	Apr-25	Head of Asset Management	Head of AM update: Risk based approach developed to prioritise asset for delivery of 20% SCS. Framework / working document approved at BH/BMC Asset Management Housing Stock Board - Complete			
			Improve communication on the outcome of work on ASB	Throughout 25/26	Head of Estate Services	ASB P&P reviewed along with operational processes to improve and manage expectations, agree communication methods and frequency with reporters etc - complete			
			Review the use of tools for ASB and continue joint working with BMBC to improve processes.	Throughout 25/26	Head of Estate Services and BMBC	ASB Action plan in place, co-monitored and delivered with the Councils SNS - complete			

Strategic Ambition	Priority	Milestones	Date	BH Lead and additional resources	Q1 Update	Q2	Q3	Q4
Employment and Training	Enhance organisational culture Building Together programme	1) Intro to Customer First workshops delivered 2) Establish EMT sponsored Employee Experience action groups 3) Establish EDI Steering Group 4) Relaunch Employee Engagement Group 5) Inclusion Passport launched 6) Code of Conduct reviewed	1) Sept 2024 2) Dec 2024 3) Nov 2024 4) March 2025 5) Dec 2024 6) March 2025	Executive Management Team.	1) complete 2) complete 3) complete 4) delayed until qtr3 25/26 5) complete 6) delayed until 25/26	1) complete 2) complete 3) complete 4) Berneslai Employee Engagement (BEE) group will be launched in January 2026 5) complete 6) Code of Conduct to be reviewed in Q4		
Employment and Training	Ensure we have resources to deliver our strategic plan and ensuring we are cost effective and provide value for money.	1) Implement restructure across organisation. Property Services Resources Directorate Customer and Estate Services 2) Review success of restructure	30 September 25 31st March 26 September 26 March 27	Executive Management Team	Property Services Restructure ongoing - not on target to be completed by September 25 - delayed to implementation by 01/04/2026. Resources restructure to commence September 25 KAS 16/7 - Independent Living & Community Buildings Restructure approved by EMT and on track for implementation Q3 25/26	Property Services restructure put on hold until new Executive Director in place. Resources structures being considered. Independent Living/Community Buildings reviews are complete.		
Employment and Training	Strategic Workforce Planning (incorporating Professionalism Agenda, Succession / Workforce Planning)	Review PDR process Agree Workforce Planning/Succession Planning Framework Identify and implement any training requirements including a new leadership development programme Qualification Audit Inspire System optimised	Jun-25 Jun-25	Head of HR&OD	CW 17/7 - new PDR process being piloted, feedback to be gathered in autumn. Greater focus on performance and	New PDR process being pilotted. Succession planning approach to be rolled out in Q4. Leadership development on leading change and financial management to be offered in Q4. Qualification audit to be		

			March 25 October 25		continuous improvement. Specific leadership modules being scoped - Equality Impact Assessments training provided in July, change management and financial awareness.	completed in Q4 following additional guidance on Competence & Conduct Standard. Manager dashboards, employee groups established on Inspire.		
Hearing Customers	Develop savings plan to achieve long-term financial sustainability for BH	2 year savings plan recommended to Board Implement savings with quarterly updates reported to BH Board	June 25 Throughout 2025 - 2027	Executive Management Team				
Employment and training	Roll out of devices suitable for roles and within budget	If trial by Neighbourhoods successful order new device for all neighbourhood Officers (using carried over budget)	Apr-25	Head of S, G and IT	Head of S, G and IT update- laptop selected not suitable for requirements. Currently trialling a new tablet.			
		Trial for Assets (visiting officers with same kit as NO)	May-25		delay due to initial trial of laptop being unsuccessful			
		Develop plan to replace all devices not compatible with windows 11	Oct-25		Head of S, G and IT update - Complete all kit now compatible with windows 11 replaced.			
		develop plan to replace devices based upon age (tech refresh)	Dec-25		Not yet started			

Report Title	Quarterly Risk Update	Confidential	No
Report Author	Executive Director of Resources	Report Status	Information
Report To	Board 11 th December 2025	Officer Contact Details	Claire Denson, Risk & Governance Manager clairedenson@berneslaihomes.co.uk Sam Roebuck, Head of Strategy, Governance and IT samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 To receive the quarterly update on the Berneslai Homes' Risk Framework.</p> <p>1.2 Audit and Risk Committee reviewed and commented on the risk report at their meeting on 23 October 2025. They discussed the Strategic risk related to 'reputation and perception of BH' and the significant increase in FOI requests related to a disinformation campaign on social media, which is impacting resources. Whilst the risk was scored as Amber and 'Same concerned', Audit Committee were assured that this would be monitored.</p> <p>The risk that 'The HRA does not cover service requirements' was discussed in relation to the recent announcement regarding the inflation rate and the impact of the Autumn Statement in November.</p> <p>The key points from the report are summarised below:</p> <p>1.3 There are currently 17 active strategic issues and concerns. The Summary of risks are attached (Appendix A).</p> <p>1.4 The contingent liabilities register (Linked Appendix B).</p> <p>1.5 EMT reviewed the escalated 4 operational Critical response risks at their meeting on the 30th September 2025.</p> <p>1.6 Emergency resilience and business continuity update.</p> <p>1.7 Assurance on controls and actions taken to comply with the new corporate offence of Failure to Prevent Fraud, introduced under the Economic Crime and Corporate Transparency Act 2023 and effective from 1st September 2025.</p>
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	<p><u>Customer Voice/Impact</u></p> <p>1.8 The aim of the review of risks is to scrutinise the internal risk management system and therefore customer views are not sought for this report. However, a number of risks and mitigations arising from reviewing our risks seek to enhance the customer voice.</p>
2. Recommendations	<p>It is recommended that Board:</p> <ul style="list-style-type: none"> i. Review and comment on the Risk Management Quarterly Update. ii. Review and comment on the Strategic Risks.

3. Background

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

4. Current Position/Issues for Consideration

Strategic Issues and Concerns

- 4.1 There are currently 17 active strategic risks. The Summary of Risks is attached (**Appendix A**), with full details of mitigations available to view on the risk system. This report focuses on the Strategic Risk Register, but the Board are also asked to review and comment on the Operational, Project and Fraud risks, all available to view on the [risk system](#). The summary of risks, final column, highlights any changes to the risk headlines since the report to Board on the 25 September 2025. The detail of the risks is updated regularly during facilitated meetings and lead officer monitoring.
- 4.2 The top key risks are described below:
1. ***We don't have the appropriately skilled and motivated workforce to deliver services effectively which meet statutory and regulatory requirements*** – This has increased from Important to Critical and become more concerning due to being unsuccessful in appointing a new ED of Property Services and two crucial Heads of Service roles to be appointed.
 2. ***The HRA does not cover requirements*** – This remains a Critical response risk due to ongoing impacting factors such as regulatory changes and the repairs backlog. Mitigations to reduce spending and make savings are ongoing.
 3. ***Ineffective decision making as a result of data quality*** – This remains critical to reflect resources allocated to the data tool project. The risk title has been updated to reflect the evolving nature of the risk from - *We do not have the right data to make informed decisions (Data Quality) and we do not use the data we have effectively (working outside systems)*.
 4. ***Reduction in Customer Satisfaction*** – This remains a Critical response risk due to the level of complaints and the resulting extension of the temporary resources to meet the demands. There is a gradual increase in customer satisfaction.

5. **Mould, Damp and Condensation** – Due to the impact of Awaab’s Law, the regulatory environment will continue to keep this risk of key concern as we embed the significant requirements of the regulation.
 6. **The cost-of-living crisis and Welfare is impacting tenants and our communities** - This remains a Critical response risk. The high level of disrepair cases continues; social media interest remains high and the incidents of violence and aggression towards staff remains high. There is some good news on this front with the removal of the two-child benefit cap will alleviate some financial pressures on families in Barnsley, taking them out of poverty.
 7. **Ability to deliver historical and in year Repairs and Maintenance works within current financial resources available** – Whilst this remains a Critical response risk, we are less concerned due to tighter financial controls, delivery and monitoring. The backlog is delivered and reported to Board. We are forecasting a break-even position for 25-26 for the HRA (R&M) budget.
 8. **Vulnerability of in-house and third-party systems to cyber-attack** – Whilst the Status and Impact remain ‘Potential’, the multiple successful cyber-attacks against large commercial organisations and London Local Authorities which keeps this as a high resource concern.
 9. **Business Continuity** is always a key risk as we must ensure we have the capacity to meet the challenge of any emergency situation.
- 4.3 The risk titled: ‘**Gap and lack of recent reviews in policies and procedures, leaves us at risk with the Housing Ombudsman and the Social Housing Regulator**’ has been removed from the strategic risk register because it is no longer considered a key strategic risk. This decision reflects the progress made in addressing the underlying issues and the reduced level of concern.
- 4.4 The risk titled: ‘**Lack of Active Asset Management of Stock**’ had been reclassified from the Strategic Risk Register to the Operational Risk Register. This change was questioned during the Board meeting held on 25th September 2025. Following a review, the Interim Executive Director of Property Services has introduced a new strategic risk of: ‘Insufficient Strategic Oversight of Housing Asset Performance’, which is detailed in **Appendix A**. This newly added strategic risk addresses the overarching concerns at a strategic level, while the operational risk remains focused on day-to-day management by the Asset Management team. It is not listed above as a top key risk, as it has been assessed as an Amber (Important) Response, rather than a Red (Critical) Response.
- 4.5 All Risks are linked to a number of key reporting areas in the risk register, including: the Sector Risk Profile, the Risk Appetite, Strategic Priorities, Corporate Ambitions and Governance Domain (Assurance framework). In **Appendix A**, the headline strategic risks have been visibly linked to the Sector Risk Profile and Strategic Objectives.
- 4.6 The Strategic risks follow the evolving level of concern, identifying where we are less, more or same concerned about a particular risk since the previous review.

Risk Management Framework Update

- 4.7 The Contingent liabilities register, [linked Appendix B](#), captures and monitors risks which have the potential to generate significant (£100K+) financial liabilities for Berneslai Homes which are dependent upon future events.
- 4.8 The operational Critical Response risks are escalated to EMT periodically for consideration. EMT are asked to review those risks and decide whether they are correctly scored and whether further mitigations are required to control them. EMT reviewed the 4 operational Critical response risks at their meeting on the 30th September 2025 and concluded the following:
- *Increase in SARs and FOIs* – this remains as it is. The situation is being monitored. The strategic version of this risk is the *Reputation and perception of BH*.
 - *Compliance with Awaab's Law* – This remains as it is. EMT felt that this was covered under *Compliance with regulatory standards* as a strategic risk.
 - *Completion of Voids to a satisfactory run rate of 150 overall* (Repairs, Maintenance and Building Safety risk) and *Unable to resource the delivery of the voids plan* (Repairs Team risk) – The Interim Executive Director of Property Services has met with the Heads of Service to review these 2 operational risks.
- 4.9 A deep dive of Cyber Security was undertaken by Audit and Risk Committee as part of the risk framework on 23 October, delivered by the BMBC Cyber Security Manager. Committee appreciated and took assurance from the comprehensive deep dive and expressed confidence in BH's information governance and security systems. For added assurance, they requested separate network vulnerability risk statistics for BH.
- 4.10 The [Sector Risk Profile 2025](#), published on 6 November, will be reviewed and benchmarked as part of our annual process to assess Berneslai Homes against the sector standards. A self-assessment will be completed and presented to the Audit and Risk Committee for review in January 2026.
- 4.11 The latest live Operational, Project and Fraud risks are available to view on the [risk system](#) – filter 'Fraud' or 'Operational' or 'Project' Risks.
- 4.12 The Annual Governance Statement Action Plan is available to view in [Decision Time Resources](#).

Emergency Planning Update

- 4.13 The Corporate Emergency Response Plan (reviewed Dec-24) and the service Business Continuity Plans (reviewed Feb-25) are reviewed annually and as required. They are available to view on the dedicated [Emergency Planning intranet page](#).
- 4.14 A focussed assessment into the Resources Business Continuity plan was undertaken on the 7 October and 19 November 2025 and was attended by all relevant managers in the directorate. The sessions took a deep dive into every key service it provides and what action is required in the event of a cyber-attack. As a result of the session, the Resources BC Plan will be updated and the analysis will be presented in the risk report to January 2026 Audit and Risk Committee.

- 4.15 Berneslai Homes actively participated in exercise Pegasus. This is a tier 1 (defined as a national level exercise) on pandemic preparedness, which took place across the UK between September 2025 and November 2025. Core exercise days were undertaken simulating the first phases of a pandemic emergence, containment and mitigation. A fourth phase (recovery) is planned for 2026.
- 4.16 In addition, Berneslai Homes is also represented on the newly established BMBC Corporate Resilience Board by the Executive Director of Customer and Estate Services, ensuring alignment with Barnsley Council's strategic emergency planning and resilience governance. This involvement strengthens our organisational preparedness and reinforces our commitment to collaborative civil contingency planning.

Failure to Prevent Fraud

- 4.17 The Risk Management Framework explicitly identifies fraud risks as one of the four main categories of risk managed by Berneslai Homes, alongside strategic, operational and project risks.
- 4.18 Introduced last year as part of the Economic Crime and Corporate Transparency Act (ECCT), the offence of Failure to Prevent Fraud is intended to hold large organisations to account if they profit from fraud. The offence came into force on 1st September 2025.
- 4.19 Under the offence, an organisation may be criminally liable where an employee, agent, subsidiary, or other 'associated person', commits a fraud intending to benefit the organisation and the organisation did not have reasonable fraud prevention procedures in place.
- 4.20 Berneslai Homes has a well-established framework of internal controls designed to mitigate the risk of fraud across all operational areas. Regular reviews by BMBC's Corporate Assurance Team ensure that these controls remain effective and compliant. The Audit and Risk Committee and Board have recently confirmed satisfaction with the internal control environment in scrutinising and approving the Annual Governance Statement.
- 4.21 To provide assurance that Berneslai Homes is prepared for the new Offence:
- The BMBC Corporate Assurance Team have provided advice and guidance to the BH Governance Team.
 - SMT have completed an updated Fraud Risk assessment, due to go for approval by EMT.
 - The mandatory Fraud eLearning has been updated. This is undertaken as part of the corporate induction and then 3-yearly by all staff.
 - The Governance Team, working with BMBC Corporate Assurance, have completed a Failure to Prevent Fraud Checklist to assess the company's current arrangements to mitigate against fraudulent activity. Due for approval by EMT.
 - The Fraud policies are currently under review and will be communicated to all staff when complete. The Policies will be approved by Audit and Risk Committee in 2026.

5. Customer Voice/Impact

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

6. Risk and Risk Appetite

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

7. Strategic Alignment

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

8. Data Privacy

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

9. Consumer Regulatory Standards

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

10. Other Statutory/Regulatory Compliance

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

11. Financial

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

12. Human Resources and Equality, Diversity and Inclusion

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

13. Sustainability Implications

- 13.1 No specific zero carbon implications from this report.

14. Associated Background Papers on Decision Time

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

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

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

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

15. Appendices

- 15.1 Appendix A – Strategic Risks Headline Summary.

- 15.2 [Appendix B – Contingent Liabilities Register](#).

Appendix A - Strategic Risks

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Strategic Risk Area Choices	Changes since the last board mtg
We don't have the appropriately skilled and motivated workforce to deliver services effectively which meet statutory and regulatory requirements.	That we don't have appropriate resourcing levels in the workforce Workforce resilience - motivation, wellbeing (sickness absence) Workforce skills - competencies Impact - recruitment and retention - increased workload 18.03.25: Restructure creates uncertainty which may have an impact - loss of key staff 26.08.25 - results from staff survey. To see Carla re Corproate Assurance report. 25.11.25 - More concerned - unsuccessful in appointing new ED PS. 2 crucial HoS still to be appointed.	Issues with recruitment and retention Sickness levels / mental wellbeing Impending competency and conduct standard Employee feedback Increased turnover	Executive Director of Resources	Actual	Actual	Critical	More Concerned ^	Well Managed	Delivering against expectations (Strategic risk)	Increased from Important to Critical and become more concerning due to being unsuccessful in appointing a new ED or Property Services and two crucial Heads of Service roles to be appointed.
The HRA does not cover service requirements	•Rent caps, inflation, CPI, use of reserves, management fee •Tenant financial hardship •Insufficient resources to support vulnerable customers •Pensions – impact on balance sheet •Reduction in funding for repairs and investment in stock – PRIP - impact on CS profit – reputation •Impact on Strategic plan - resources to deliver the priorities - reputation with BMBC •Relationship with the Council is crucial •Reliant on annual reserves ti bridge the gap between management fee and resources to deliver services contract with BMBC - gap of approv £500k. Reliant on CS profits. Need the turnover guaranteed at £20m. 14.06.23: Concerned increased. Deficit for 24-25 is nearly £2m with another £2 the year after. Increasing requirements for both the zero carbon and the unknown expectations of stock condition. Irrespective of further changes inc Decent Homes. 22.11.23: Concern remains increased. 04.04.24 - regulatory changes putting increased expectations on HRA. 13.01.25 - Increased pressure on HRA due to increase in employer NI contributions - partners inc. 26.08.55 - consultation on rent conversions which would increase resources. However offset with expectations on what the HRA will cover.	•Insufficient funds in HRA and longer-term financial plan due to economic climate putting increased pressure on budgets and reducing stock numbers reducing income base. •There was a financial overspend on Repairs and Maintenance budgets for 21-22. •Increasing number of tenants on Universal Credit reducing rental income 16.01.25: High Court ruled that DWP acted unlawfully by presenting benefit assessment reforms as a way to support disabled people into work, without making clear that cost savings was a “primary rationale” for the proposals.	Executive Director of Resources	Actual	Actual	Critical	Same Concerned >	Well Managed	Costs and inflation (Operational risk)	No change
Ineffective decision making as a result of data quality	•Data regarding both customers and assets. •Do we have sufficient resources to implement data strategy and action plan? •Do we have a strong culture of valuing or using data well across the org? •Impact - Not meeting customer expectations - Poor reputation and satisfaction.	Data culture re recording data accurately and timely. Ownership for all data - everyone's responsibility.	Executive Director of Resources	Actual	Actual	Critical	Same Concerned >	Well Managed	Delivering services to tenants (Operational risk)	The risk title has been updated to reflect the evolving nature of the risk from - We do not have the right data to make informed decisions (Data Quality) and we do not use the data we have effectively (working outside systems).

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Strategic Risk Area Choices	Changes since the last board mtg
Reduction in customer satisfaction	<ul style="list-style-type: none">Increasing demands from customers – they require increasing supportIncreasing regulatory demandsReduction in funding – more with lessContact Centre performance – we could miss significant issuesCustomers unable to access repairs services online effectively 22.11.23: Housmark mid-year TSM comparison - places BH mid quartile on most measures. This could change for year end as some of participants have rolling TSM measures. 04.04.24: Increased concern due to Backlog of works has increased complaints and reduced customer satisfaction 15.07.24: The TSM results have shown a reduction in customer satisfaction. 24.12.2024 Phase 2 of the TSM survey now closed. Results due Jan 2025 13.1.25 - moved to same concerned as phase 2 results show improvement 31.03.25: Approved the TSM method and time table for 25-26 - wave one results recieved and presented to CSC in August-25. 26.08.25- gradual increase in customer satisfaction.	<ul style="list-style-type: none">Cost of livingPlanned repairs and reduced budgetsRegulatory intervention	Chief Executive	Actual	Actual	Critical	Same Concerned >	Excellent Customer Services	Delivering services to tenants (Operational risk)	No change
Mould, damp and condensation	Are we keeping tenants safe by ensuring that damp, mould and condensation are not a health risk to tenants?	Awaab's Law October 2025, ensuring social landlords have to investigate and fix dangerous damp and mould within a set amount of time.	Executive Director of Property Services	Actual	Actual	Critical	Same Concerned >	Sustainable Communities	Health and safety (Operational risk)	No change
The cost-of-living crisis and welfare reform is impacting tenants and our communities	<ul style="list-style-type: none">Condition of homes – changing behavioursVulnerable tenants – changing behavioursRent arrears, govt policy,Less tenant turnover – reduction in void levelsDisrepair cases – legal costs – increasingCommunal heating systems - affordabilityUnpredictability of tenant behaviour - increased violence and aggression towards staff, chaotic lifestylesSustainability of estates – increased ASB, crime, DVWelfare reform announced today to reduce benefits bill. Opportunity: <ul style="list-style-type: none">Tenants may want to move to smaller accommodation, which will release family-sized properties. 09.07.24 - increase in disrepair cases. 18.03.25: Welfare reform announced today to reduce benefits bill. 16.04.25 : Revisions to UC Fair Repayment Rate Regulations come into force at end of April reducing overall deductions cap from 25% to 15% and giving priority to child maintenance payments over rent and service charges. 15.07.25: Continued high number of current voids. 26.11.25: todays' govt budget removes the two child benefit cap, which will assist in taking families out of poverty.	<ul style="list-style-type: none">Cost of LivingReduced fundingMore support needs 16.01.25: High Court ruled that DWP acted unlawfully by presenting benefit assessment reforms as a way to support disabled people into work, without making clear that cost savings was a “primary rationale” for the proposals. 24.6.25 BMBC developing a comprehensive 2 yr £11m + support package covering themes such as school uniforms, GCSE support kits, membership fees for Base 71, Travel allowance, cost of living support. This package should have a significant impact on supportng a significant number of households with BH managed homes.	Exec Dir Customer & Estate Services and Exec Dir of Property Services	Actual	Actual	Critical	Same Concerned >	Sustainable Communities	Delivering services to tenants (Operational risk)	No change

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Strategic Risk Area Choices	Changes since the last board mtg
Ability to deliver historical & in year R&M works within current financial resources available	Ability to deliver historical & in year R&M works within current financial resources available. We have an accumulated backlog of planned works that we are working with contract delivery partners to try and clear throughout the 2024-25 financial year. With backlogs of work brings various risks for the organisation. - Ask John lees to update following July Board report 25.11.25 - less concerned - tighter financial controls and delivery and monitoring. Backlog delivered and reported to Board. Forecasting break-even position for 25-26.	A large increase in demand and restricted funding have been the key issues: Increase in repair requests (in year) Historical Repairs (Backlogged) Recent new Consumer Standards placing additional pressure on Landlords to undertake repairs Pending Decent Homes 2 which 'may' incorporate repairs (such as plastering etc)	Executive Director of Property Services	Actual	Actual	Critical	Less Concerned v	Well Managed	Costs and inflation (Operational risk)	Whilst this remains a Critical response risk, we are less concerned due to tighter financial controls, delivery and monitoring.
Vulnerability of in-house and third party systems to cyber attack	•A vulnerability maybe exploited leading to cyber-attack of in-house and/or third-party systems impacting confidentiality, integrity or availability of data and information. •This could lead to, amongst others, financial loss, fines, regulator intervention, inability to deliver services, reputational. •As a public sector organisation, we are more at risk from the current situation with Russia and Ukraine and the increased cyber-attacks in general. No evidence of increased attacks currently. Including the risk of AI - There is a risk that the information produced by AI is not accurate and not relevant (eg using the wrong law - US rather than UK).	•Cyber-attacks are increasing in number, the organisation is becoming more agile, there is an increasing volume of data held on IT systems and the systems are becoming more complex. •Legislation in place which means risk management is crucial. 29.05.25: Multiple cyber attacks on large commercial orgs raises the concern.	Executive Director of Resources	Potential	Potential	Critical	Same Concerned >	Well Managed	Data and cyber security (Operational risk)	No change
Business continuity	•Are we prepared for industrial action / civil unrest, power cuts, services going down, another virus outbreak? •Are we prepared for a cyber attack •Are we prepared for climate change – heat, fires, floods •Impact on business, staff and tenants 22.11.23: Increased response level due to increased risks e.g. cyber attacks in the sector and recent floods.	Are we prepared for potential impact of disaster situations to operations? Do we need to consider loss of internet as the frequency has increased?	Chief Executive	Potential	Potential	Critical	Same Concerned >	Well Managed	Delivering services to tenants (Operational risk)	No change
The zero-carbon agenda is not sufficiently funded or skilled	•Questions around the sustainability of some estates – types of homes / energy efficiency •Difficult to maximise funding opportunities – essential partnership working with BMBC •Requires upskilling of staff – technical skills are more expensive •Change in behaviour required of staff and tenants	•Strategic priority in line with local and national government	Executive Director of Property Services	Actual	Actual	Important	Same Concerned >	Sustainable Communities	Delivering against expectations (Strategic risk)	No change
High value claim as a result of Private management service	23.01.23: Legal proceedings issued against BH re accident in a property management by BH on behalf of a private landlord (2019). 02.12.24: Judgement found in BH favour 07/11/24 02.12.24: More concerned as Claimant has applied to the Court to appeal 13.01.25 - reduced to important as potential costs reduced	23.01.23: Legal proceedings issued against BH re accident in a property management by BH on behalf of a private landlord (2019).	Executive Director of Property Services	Actual	Actual	Important	Same Concerned >	Well Managed	Data integrity (Operational risk)	No change
Reputation and perception of BH	Recent social media and media exposure. How do we work with Cllrs and the portfolio holder to enhance reputation? New Service director - working with How do we work with Chronicle / press? 02.06.25: In the run up to the next local elections, increased scrutiny and therefore increased the concern level.	recent social media and media exposure.	Chief Executive	Actual	Actual	Important	Same Concerned >	Partnership Working	Delivering against expectations (Strategic risk)	No change

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Strategic Risk Area Choices	Changes since the last board mtg
Insufficient Strategic Oversight of Housing Asset Performance	<p>There is a risk that housing stock is not being actively managed or evaluated across key dimensions—financial viability, environmental sustainability, and social value. Without robust data on asset condition and long-term performance, investment decisions may be misinformed, leading to inefficient resource use, missed sustainability opportunities, and reduced tenant satisfaction.</p> <p>The absence of a strategic framework for asset appraisal and option modelling may hinder alignment with corporate priorities and regulatory expectations. This includes the risk of failing to provide Barnsley Metropolitan Borough Council (BMBC) with assurance that housing assets are being managed effectively and transparently.</p>	<p>- Lack of integrated, up-to-date asset condition data.</p> <p>- Strategic appraisal framework to guide investment decisions.</p> <p>- Visibility of stock performance across financial, environmental, and social metrics.</p> <p>- Governance and assurance mechanisms between Berneslai Homes and BMBC.</p>	Executive Director of Property Services	Actual	Actual	Important	Same Concerned >	Sustainable Communities	Data integrity (Operational risk)	New risk following Board input at Sept Board mtg.
Failure to meet increasing and changing regulatory requirements	<ul style="list-style-type: none">•Statutory requirements in respect of property/assets including Building Safety, decent homes.•Reputational concerns due to new Regulatory approaches by the Housing Ombudsman and the Regulator for Social Housing - TSMs, neighbourhood agenda / investment in neighbourhoods•We do not have the most effective software to do this.•The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 come into force on 1 October 2022. <p>- New Consumer standards will be reviewed in 2023 inc new professionalism agenda (monitored as a dedicated operational risk in Corporate Services)</p> <p>- Corporate Assurance TSM validation report provided Limited Assurance - October 2024. Action 6 updated</p> <p>18.03.25: Increased concern due to confirmed day of Awaabs law Oct-25 and uncertainty around implications.</p> <p>29.05.25: Building safety regulator - the process of going through gateways is taking a lot longer than any org expected. Therefore delaying fire safety works in buildings.</p> <p>26.08.25 - more clarity on various requirements. DH - by 2035. MEES - 2030. Awaab's Law - 2025. Competency and conduct standard - 2026.</p>	<p>A change and strengthening in regulatory approach is being implemented nationally, including the professionalism agenda (CIH). New regulations expected in early 2025 on Awaab's Law (Oct-25), Decent Homes 2 and introduction on competency and conduct standard 27.02.25: Grenfell - 49 of the recommendations are being “accepted in full” by the government and other responsible organisations.</p>	Chief Executive	Potential	Potential	Important	Same Concerned >	Well Managed	Delivering against expectations (Strategic risk)	No change
The health and safety of staff	<p>Split the risk - The health and safety of tenants and staff on 02.05.25.</p> <ul style="list-style-type: none">•Statutory H&S requirements - Safe working practices to keep staff safe•Failure to implement policies and procedures and associated communications / training.•Lone working / personal safety / violence and aggression <p>04.03.25: Ongoing increase in reports of violence and aggression by staff.</p> <p>02.06.25: Lone worker fob corporate assurance audit - limited assurance.</p> <p>02.06.25: H&S restructured to People and Culture, headed by CW.</p>	<p>Failure to comply with H&S legislation could result in injury or death and associated business risks.</p>	Executive Director of Resources	Potential	Potential	Important	Same Concerned >	Well Managed	Health and safety (Operational risk)	No change
The political landscape	<p>keeping up with what is happening at a national level politically and ensuring we are able to support the Council at a local level.</p>	<p>Changing political landscape.</p>	Chief Executive	Actual	Potential	Requires Attention	Same Concerned >	Partnership Working	Delivering against expectations (Strategic risk)	No change

Risk Title	Description	Assessment	Risk Owner	Status	Impact	Response Rating	Level of Concern since previous review	Strategic Objective	Strategic Risk Area Choices	Changes since the last board mtg
That we do not effectively embed a culture that acknowledges, promotes and celebrates the diverse talents and backgrounds of staff and tenants	<ul style="list-style-type: none">•We need to ensure that equality, diversity and inclusion is fully embedded and part of the DNA of Berneslai Homes.•We need to ensure it is owned by all and that we recognise differences and take these into account to provide an effective and appropriate service to all our customers (internal and external). 25.11.25 - ongoing work to strengthen inclusion and celebrate diversity means it is now considered potential rather than actual, and the rating has moved from Important to Needs Attention.	<ul style="list-style-type: none">•Due to staffing resources, ED&I development lost it momentum. Following HDN assessment, ED&I was developed, launched and in the process of being fully embedded across the organisation.	Executive Director of Resources	Potential	Potential	Requires Attention	Same Concerned >	Well Managed	Delivering against expectations (Strategic risk)	The risk has been mostly viewed as Potential for some time, and ongoing progress means it is now formally classified as Potential rather than Actual, with the rating adjusted from Important to Needs Attention.

Report Title	2025/26 Quarter Two Performance Summary	Confidential	No
Report Author	Head of Strategy, Governance and IT	Report Status	For Information
Report To	Board 11/12/2025	Officer Contact Details	Sarah Drafz Sarahdrafz3@berneslaihomes.co.uk

1. Executive Summary	<p>Berneslai Homes' performance is measured so that we can monitor the success of our Strategic Plan commitments, consider how well areas of the business are doing and see the difference we are making to our customers.</p> <p>This report will</p> <ul style="list-style-type: none"> • Inform Board of Berneslai Homes' performance at Quarter two of 2025/26, including areas of strength, areas of focus and the actions being taken to address underperformance. • Highlight the high-risk areas for Board. <p>Our performance compares favourably to others in the sector.</p> <p>KPI targets are agreed annually with the Council following customer consultation. At quarter two, 17 KPIs met or exceeded targets (green), 10 narrowly missed (amber), and six did not achieve targets (red). Five KPIs were not RAG rated due to unavailable or incomparable data.</p> <p>Key areas of strength are building safety compliance, which was 100% across four building safety TSMs, complaints responded to in target timescales, the proportion of emergency and non emergency repairs completed in target, rent collection levels and staff sickness.</p> <p>Keys areas of focus for the organisation include void rent loss and the proportion of homes non-decent.</p>
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2. Recommendation/s	<p>1.1 Board is asked to consider quarter two performance.</p> <p>1.2 Where performance targets have not been achieved, Board should ensure they are satisfied with the explanations provided and there are adequate controls and actions in place.</p>
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3. Background

- 3.1 Berneslai Homes' performance is measured so that we can monitor the success of our Strategic Plan commitments, consider how well areas of the business are doing and see the difference we are making to our customers.
- 3.2 On a quarterly basis an assessment of Berneslai Homes' performance against targets is made. We have 38 Key Performance Indicators (KPIs) for 2025/26, they are segmented into the TSM Pulse, the Council Pulse and the Company Pulse. Performance is red/amber/green (RAG) rated against annual targets.
- 3.3 TSMs provide tenants with clear, comparable performance measures. The attached performance report includes a comparison of our performance against other social housing providers. Benchmarks are taken from the Housemark 2024/25 year end report and reflect the peer group median (Local Authorities and ALMOs, excluding London, with over 15k stock). Benchmark colour coding is included to indicate how the current Quarter's performance compares, light green denotes performance in line with or above the median, while light red denotes performance below the median. Quarter two performance compares favourably to the sector, with our results meeting or exceeding the benchmark for 17 of the 22 TSM measures where data was available.
- 3.4 Complaints (CH01/02), ASB (NM01) and Building Safety (BS01-05) data have been independently validated monthly by the Performance and Improvement Manager. However, there have been delays in the September asbestos validation, which remains incomplete for Quarter two. Decent Homes data (RP01) is produced and validated quarterly. Data on the proportion of emergency and non-emergency repairs completed in target (RP02 1 & 2) has been externally validated by 3C, with a finding of reasonable assurance. The first wave of tenant perception data has also been validated by the Performance and Improvement Manager.
- 3.5 We have recently received the 2025/26 mid-year benchmarking report from Housemark, which indicates that our performance has declined compared to our peers based upon our wave one **perception** results **and April to September performance**. We are currently reviewing the results and reasons for these changes **along with our wave two results (due in Q3)** before considering actions to strengthen our position.

4. Current Position/Issues for Consideration

- 4.1 KPI targets are agreed annually with the Council following customer consultation. At quarter two, 17 KPIs met or exceeded targets (green), 10 narrowly missed (amber), and six did not achieve targets (red). Five KPIs were not RAG-rated due to unavailable or incomparable data.

4.2 **Quarter two performance areas of strength:**

TSM KPIs

- BS01-05 Building safety: we achieved 100% compliance across four building safety TSMs (gas, fire, water and lift safety), demonstrating our commitment to tenants' safety. Asbestos compliance was 98.3% at quarter end, the outstanding re-inspection has since been completed and processes updated to provide a contingency moving forward to avoid future repetition of the issue. Asbestos data validation is overdue, data was provided outside the agreed validation timetable and queries remain outstanding.
- CH01/02 Complaints: 97.0% of stage one and 100% of stage two complaints were responded to within target timescales (target: 100%) (amber and green rated). We have received 9% fewer stage one complaints in comparison to quarter two of 2024/25, with a similar proportion responded to in target timescale (96.3% at quarter two last year). Stage two complaint volumes are comparable to the same period, with a higher proportion responded to in target.
- RP02 Repairs: 96.8% of emergency and 91.2% of non-emergency repairs were completed within target (targets 92% and 86% respectively). Data has been externally validated by 3C with a reasonable assurance finding.
- Perception data: we have received the first wave of tenant perception survey results. These initial findings provide early insight into tenants' views as we continue to progress on actions identified in our 2024 TSM survey improvement action plan. The final TSM perception results will be available once data from the second survey wave is combined. The second wave is underway, with validated results due in quarter four.

Council KPIs

- Income: We collected 100.2% of rent due against a target of 98%. Rent collection performance is strong despite the ongoing challenges of Universal Credit (UC) managed migration, with almost 10,000 customers now receiving UC. Voicescape has enabled automated customer contact and is used to identify accounts requiring manual intervention.
- Local spend: We spent 67% (£4.01m) of influenceable spend locally to quarter two against a target of 60%, demonstrating our commitment to supporting the local economy.

Company KPIs

- Disability: 13.7% of the workforce defined as disabled under the Equality Act definition of disability against a target of 13.2%. This data is collected as staff join the organisation and periodic reminders are issued to staff to ask they ensure demographic data remains up to date.

- Priority calls: 75.3% of priority calls were answered by BMBC Contact Centre within three minutes against the target of 80% (amber rated). We have seen a 25% point improvement in performance in quarter two, which shows the actions put in place at quarter one, including a review of operational duties, have been effective.

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

TSM KPIs

- RP01 decent homes: 243 properties (1.36% of stock) managed by Berneslai Homes were classed as non-decent at quarter two. Reviews are conducted throughout the quarter and take into account decency failures from the previous financial year. Within the quarter, three properties were identified as non-decent and remedial works have been ordered for completion. 240 properties were possible failures due to age and condition of component. Any non-surveyed components have been assumed as non-decent this quarter (these will be surveyed in quarter three if in year work is not already scheduled). For any remaining properties that require surveying in-year and are subsequently found to be non-decent, these are promptly escalated for remediation to ensure that all properties meet the required decency standard by the year end.

Council KPIs

- Void rent loss: 1.83% of income (£757k) was lost due to void properties at quarter two against a target of 1.5% or less, a reduction of 0.15% points (£85k) on quarter two 2024/25. Performance remains adrift of target due to the higher number of voids carried week on week throughout the year. A plan approved by Board is in place to reduce the number of voids and this has started to show improvements, 618 properties have been let so far this financial year. Void rent loss is expected to reduce as we continue to deliver against targets to let more homes. It should however be noted that there may be an increase in voids as more transfer applicants are being rehoused given the increased ready to let voids.
- Percentage of properties with an EPC C or above: performance was 44.2% at quarter two and continues to follow an improving trajectory quarter on quarter despite being red rated against the target of 50%. Performance improvement is linked to our 1,000 solar homes project, where solar panels are fitted to our properties to increase the energy efficiency of the property. Performance is expected to further improve with the Warm Homes: Social Housing Fund Wave 3 scheme, which will deliver energy efficiency improvements and reduce carbon emissions for approximately 150 homes. We are working towards our 2030/31 Strategic Plan commitment of 100% of properties having EPC C or above.

Company KPIs

- Staff sickness: at the end of quarter two 3.87% of working time was lost due to staff sickness – a reduction of 2.24% points since the end of quarter four 2024/25 and a 0.7% point improvement on quarter one. Performance is rated as amber against the target of 3.56% or less. Customer and Estate Services have seen a significant reduction in sickness absence. A number of actions put in place to improve sickness performance including training for Managers and weekly sickness monitoring meetings for those teams with highest sickness levels have positively contributed to the improvement in performance.
- Minority ethnic staff in total workforce: at 3.1% performance continues to follow an improving trajectory, with quarter on quarter improvement, although it remains below the target of 4.1%. Ongoing actions to workforce diversity include ensuring that our promotion and awareness calendar campaigns are representative of the community, reviewing imagery used on social media and recruitment promotion to ensure these are representational and diverse. We continue to have a presence at engagement events, such as local job fairs and school events. We also conduct an annual review of equality pay and implement a subsequent action plan.

5. Customer Voice/Impact

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

6. Risk and Risk Appetite

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

7. Strategic Alignment

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

8. Data Privacy

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

9. Consumer/Regulatory Standards

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

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

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

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

10. Other Statutory/Regulatory Compliance

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

11. Financial

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

12. Human Resources and Equality, Diversity and Inclusion

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

13. Sustainability Implications

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

14. Associated Background Papers

None.

15. Appendices

Appendix A – Quarter Two 2025/26 Performance Report

Quarterly Performance Report



























Quarter 2-2025/2026





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2025/26 - Summary










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

Council KPIs		Company KPIs	
 Void Rent Loss	 Rent Collection	 Annual Indicator	 Staff Attendance
 Proportion of Apprentices	 Barnsley Pound	 Equality Act	 Minority Ethnic
 EPC C or Above	 Annual indicator Management Fee	 Current Tenant Arrears	 Contact Centre









TSM KPIs

TSM		YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCHMARK (Median)	
 Gas Safety Checks	 Fire Safety Checks	100.0%	100.0%	100.0%	-	-	-	100.0%	100.0%	BS01: Gas Gas safety checks
		100.0%	100.0%	100.0%	-	-	-	100.0%	100.0%	BS02: Fire Fire safety checks
 Asbestos Safety Checks	 Water Safety Checks	100.0%	100.0%	98.3%	-	-	-	100.0%	100.0%	BS03: Asbestos Asbestos safety checks
		100.0%	100.0%	100.0%	-	-	-	100.0%	100.0%	BS04: Water Water safety checks
 Lift Safety Checks	 Stage One Complaints	100.0%	100.0%	100.0%	-	-	-	100.0%	100.0%	BS05: Lift Lift safety checks
		67.1	15.6	29.7	-	-	-	In line with peer group median	42.8	CH01 1: Stage One Complaints Stage one complaints relative to the size of the landlord
 Stage Two Complaints	 Stage One Response Time	15.9	3.9	7.4	-	-	-	In line with peer group median	7.1	CH01 2: Stage Two Complaints Stage two complaints relative to the size of the landlord
		93.0%	97.4%	96.0%	96.6%	-	-	100.0%	78.1%	CH02 1: Stage One Response Time Stage one complaints response time
 Stage Two Response Time		97.9%	100.0%	100.0%	100.0%	-	-	100.0%	75.5%	CH02 2: Stage Two Response Time Stage two complaints response time

TSM KPIs

TSM		YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCHMARK (Median)	
		35.0	9.2	18.6	-	-	-	In line with peer group median	54.9	NM01 1: ASB Cases Anti-social behaviour cases
ASB Cases	ASB Cases Hate Incidents	0.7	0.2	0.4	-	-	-	In line with peer group median	1.2	NM01 2: ASB Cases Hate Incidents Anti-social behaviour cases that involve hate incidents
		0.2%	1.3%	1.4%	-	-	-	0.0%	5.5%	RP01: DHS Compliance Homes that do not meet the Decent Homes Standard
DHS Compliance	Non-Emergency Repairs	85.7%	85.7%	91.2%	-	-	-	86.0%	82.6%	RP02 1: Non-Emergency Repairs Repairs completed within target timescale
		89.1%	92.2%	96.8%	-	-	-	92.0%	90.3%	RP02 2: Emergency Repairs Repairs completed within target timescale
Emergency Repairs	Tenant Satisfaction	75.2%	75.9%		-	-	-	75.9%	65.9%	TP01: Tenant Satisfaction Overall satisfaction
		74.4%	74.1%		-	-	-	75.4%	70.2%	TP02: Tenant Satisfaction with Repairs Tenant Satisfaction with repairs
Tenant Satisfaction with Repairs	Time Taken Recent Repair	67.5%	71.2%		-	-	-	69.0%	66.5%	TP03: Time Taken Recent Repair Satisfaction with time taken to complete most recent repair
		70.7%	71.3%		-	-	-	70.9%	67.4%	TP04: Well Maintained Home Satisfaction that the home is well maintained
Well Maintained Home										







TSM KPIs

TSM		YEAR END 24/25	Q1	Q2	Q3	Q4	YEAR END 25/26	TARGET 25/26	BENCHMARK (Median)	
 Satisfaction Home is Safe	 Listening to Tenants	71.5%	72.3%	-	-	-	73.5%	73.0%	TP05: Home is Safe Satisfaction that the home is safe	
		62.3%	66.9%	-	-	-	65.0%	56.5%	TP06: Listening to Tenants Landlord listens to tenants views and acts upon them	
 Keeping Tenants Informed	 Treating Tenants Fairly	62.5%	64.7%	-	-	-	66.5%	67.0%	TP07: Keeping Tenants Informed Landlord keeps tenants informed about things that matter to them	
		77.9%	79.3%	-	-	-	80.9%	74.8%	TP08: Treating Tenants Fairly Landlord treats tenants fairly and with respect	
 Handling Complaints	 Satisfaction with Communal Areas	44.5%	43.2%	-	-	-	45.0%	31.2%	TP09: Satisfaction Handling Complaints Satisfaction with the landlords approach to handling complaints	
		61.7%	64.1%	-	-	-	63.9%	62.5%	TP10: Satisfaction with Communal Areas Satisfaction that the landlord keeps communal areas clean and well maintained	
 Positive Contribution	 Satisfaction with Handling ASB	55.0%	56.5%	-	-	-	59.8%	59.9%	TP11: Positive Contribution Satisfaction that the landlord makes a positive contribution to neighbourhoods	
		47.6%	49.4%	-	-	-	55.0%	54.4%	TP12: Satisfaction Handling ASB Satisfaction with the landlords approach to handling anti-social behaviour	

Council KPIs

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

Company KPIs

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

PRIP Performance

Dashboard

2025/26 Quarter 2

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3. PROPERTY SERVICES DASHBOARD
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1. SUMMARY OF RESULTS

This is the second quarterly report for 2025/26 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 2025/26 financial year

PARTNER	GREEN	RED
PROPERTY SERVICES REPAIRS	7 (47%)	8 (53%)
WATES	12 (80%)	3 (20%)
COMBINED	19 (63%)	11 (37%)

2.COMBINED KPI PERFORMANCE

COMBINED KPI PERFORMANCE				
KPI 1 % Of Appointments Kept Target 99.10% Performance 96.71%	KPI 2A % of jobs completed on time 24 hours Target 99.50% Performance 99.64%	KPI 2B % of jobs completed on time 7 days Target 99.50% Performance 99.62%	KPI 2C % of jobs completed on time 7 days Target 99.50% Performance 99.26%	KPI 2D % of jobs completed on time 25 days Target 99.50% Performance 99.56%
KPI 3 Routine Voids Turnaround time Target 9 days Performance 7.60 days	KPI 4 Sub-contracting % value Target 25% Performance 28.67%	KPI 5 Reportable accidents Target 0 Performance: 3	KPI 6 Gas Safety checks Target 100% Performance 100%	KPI 7 Overall % customer satisfaction Target 95% Performance 85.34%
KPI 8 Major adaptations Target 28 days Performance 20.91days	KPI 9 Barnsley Pound Target 75% Performance 75.52%	KPI 10 % of recycled waste Target 96% Performance 94.71%	KPI 11 Guaranteed Minimum Price Target 100% Performance 100%	KPI 12 Minor adaptations Target 7 days Performance 5.71 days

3. PROPERTY SERVICES DASHBOARD

Property Services Repairs Team			Q1		Q2	
KPI	Definition	2025/26 Target	Performance		Performance	
KPI 1	Percentage of appointments kept out of total appointments made	99.10%	89%	↑	94.07%	↑
KPI 2A	Percentage of 24-hour responsive jobs completed on time	99.50%	100%	↑	99.68%	↑
KPI 2B	Percentage of 3-day responsive jobs completed on time	99.50%	100%	↑	99.35%	↓
KPI 2C	Percentage of 7-day responsive jobs completed on time	99.50%	100%	↑	98.98%	↓
KPI 2D	Percentage of 25-day responsive jobs completed on time	99.50%	100%	↑	99.57%	↓
KPI 3	Routine voids turn round time	9 days	6.8 days	↑	7.06 days	↓
KPI 4	Subcontracting as a % of contract value	25%	21.38%	↑	23.75%	↓
KPI 5	Number of reportable accidents per 100 FTE employees	0 Nr	0	↔	3	↓
KPI 6	Percentage of properties with a current gas Compliance Certificate	100%	100%	↔	100.00%	↔
KPI 7	Tenant Satisfaction Responsive Repairs	95%	87%	↑	87.66%	↓
KPI 8	Major adaptations - time from order to completion	28 days	22.44 days	↑	19.63 days	↑
KPI 9	Barnsley Pound	75%	76.27%	↑	70.94%	↓
KPI 10	Percentage Recycled Waste	96%	94.28%	↓	94.09%	↓
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	100%	↑	100.00%	↑
KPI 12	Minor Adaptation - time from order to completion	7 days	6.89 days		5.85 days	↑










4. WATES DASHBOARD

WATES			Q1		Q2	
	Definition	2025/26 Target	Performance		Performance	
KPI 1	Percentage of appointments kept out of total appointments made	99.10%	99%	↓	99.35%	↑
KPI 2A	Percentage of 24-hour responsive jobs completed on time	99.50%	100%	↓	99.59%	↓
KPI 2B	Percentage of 3-day responsive jobs completed on time	99.50%	100%	↑	99.89%	↓
KPI 2C	Percentage of 7-day responsive jobs completed on time	99.50%	100%	↑	99.54%	↔
KPI 2D	Percentage of 25-day responsive jobs completed on time	99.50%	100%	↓	99.55%	↑
KPI 3	Routine voids turn round time	9 days	7.83 days	↓	8.15 days	↓
KPI 4	Subcontracting as a % of contract value	25%	30.74%	↑	33.58%	↓
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%	↔	100.00%	↔
KPI 7	Tenant Satisfaction Responsive Repairs	95%	63%	↓	83.01%	↑
KPI 8	Major adaptations - time from order to completion	28 days	21.65 days	↓	22.18 days	↑
KPI 9	Barnsley Pound	75%	80.07%	↓	80.10%	↑
KPI 10	Percentage Recycled Waste	96%	94.29%	↓	95.33%	↑
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	100%	↑	100.00%	↔
KPI 12	Minor Adaptation - time from order to completion	7 days	5.7 days		5.56 days	↑










5. OVERALL WORKS VOLUMES

			PSRT		Wates	
	Definition	Measure	Volume	Performance	Volume	Performance
KPI1	Percentage of appointments kept out of total appointments made	99.10%	5932	5580	3858	3833
KPI 2A	Percentage of 24-hour responsive jobs completed on time	99.50%	4344	4330	3246	3233
KPI 2B	Percentage of 3-day responsive jobs completed on time	99.50%	1069	1062	907	906
KPI 2C	Percentage of 7-day responsive jobs completed on time	99.50%	2157	2135	1947	1938
KPI 2D	Percentage of 25-day responsive jobs completed on time	99.50%	4690	4670	3768	3751
KPI 3	Routine voids turn round time	9 days	126 Properties	890 Days	68 Properties	554 days
KPI 4	Subcontracting as a % of contract value~}	25%	£10.21m	£2.42m	£3.36m	£1.23m
KPI 5	Number of reportable accidents per 100 FTE employees	0 Nr	204.8 FTE	3	83.6 FTE	0
KPI 6	Percentage of properties with a current gas Compliance Certificate	100%	31 961	31 961	5066	5066
KPI 7	Tenant Satisfaction Responsive Repairs	95%	178	158	153	127
KPI 8	Major adaptations - time from order to completion	28 days	73 Properties	1433 Days	80 Properties	1774 Days
KPI 9	Barnsley Pound	75%	£2.86m	£2.03m	£3.3m	£2.6m
KPI 10	Percentage Recycled Waste	96%	633 tonnes	596 tonnes	220 Tonnes	212 Tonnes
KPI 11	Agreement of individual Guaranteed Maximum Price (GMP) for Planned/Capital Improvement Works.	100%	15	15	7	7
KPI 12	Minor Adaptations - time from order to completion	7 days	127 Properties	716 Days	114 Properties	634 Days

6. SOCIAL VALUE - PSRT

PROPERTY SERVICES REPAIRS TEAM								
SOCIAL VALUE		MIN TARGET	COMMITTED TARGET	Q1	Q2	Q3	Q4	
 School Visits	 Voluntary Organisation Activity Support	50	50	1	0			School Visits
		40	40	1	3			Voluntary Organisation Activity Support:
 Local Barnsley Supply Chain	 Work Experience (< 18 Years Old)	40	40	5	6			Local Barnsley Supply Chain
		24	24	3	11			Work Experience (< 18 Years Old)
 Work Experience (> 18 Years Old Repairs)	 Apprenticeships	20	20	0	10			Work Experience (> 18 Years Old Repairs)
	 Apprentices - Project Initiated	14	24	1	25			Apprentices – Project Initiated (Nr of Persons)
 Number Of Memberships/Support Local Charities	 Work Experience < 18 Years Old	20	20	8	8			Number of Memberships of Local Groups/Working with Business/Sponsorship of Local events/Support Local Charities
		75.00%	76.27%	76.27%	70.94%			75% of contract spend [£30m per year] in Barnsley.

7.SOCIAL VALUE – WATES

WATES							
SOCIAL VALUE		MIN TARGET	COMMITTED TARGET	Q1	Q2	Q3	Q4
 School Visits	 Voluntary Organisation Activity Support	25	36	3	3		School Visits
		20	24	6	6		Voluntary Organisation Activity Support:
 Local Barnsley Supply Chain	 Work Experience (< 18 Years Old)	20	24	2	12		Local Barnsley Supply Chain Activities
		12	24	3	2		Work Experience (< 18 Years Old)
 Work Experience (> 18 Years Old Repairs)	 Apprenticeships	10	24	0	1		Work Experience (> 18 Years Old Repairs)
	 Apprentices - Project Initiated	7	7	7	11		Apprentices – Project Initiated
 Number Of Memberships/Support Local Charities	 Work Experience < 18 Years Old	10	12	1	2		Number of Memberships of Local Groups/Working with Business/Sponsorship of Local events/Support Local Charities
		75.00%	75.00%	80.07%	80.10%		75% of contract spend [£30m per year] in Barnsley.

8. Health and Safety

	WATES	PROPERTY SERVICES REPAIRS TEAM
Near Misses (any type,(Stops for Stop and Go data)	105 Reports 3 Stops reported as near misses	3 RIDDORS 0 near misses
Report acts of aggression (sent back via a form to BH)	0	6
Incidents/Accidents (less than one day)	1 Slip, trip and falls	5 Slip, trip and falls
One day 1 +accidents by type	0	0

9. Partner Commentary – Property Services Repairs Team

Property services repairs team do not agree with the validated KPI data for KPI 2B-D. As from the core group meeting for Quarter 1 it was discussed that the data will be based upon days to complete works orders and would not be time stamped moving forward. Therefore, property services will stick to the figures as shown within the commentary.

KPI 1 - Appointments - Although slightly below the target, this has seen an improvement on the previous quarter. Everything is dependent on the time the operative indicates they have accepted the work - in most instances, we have arrived early, and this as registered as a fail under the definition. What is pleasing is that all appointments raised have been attended by our operatives on the appointment date.

KPIs 2a to 2d - Overall performance remains strong across these measures. All individual KPIs meet targets similar to quarter 1.

KPI 7 Repairs Satisfaction - Although below what is an extremely challenging target of 95%, we are slightly below target. Factors from other parts of the business can impact the overall % score but what is pleasing are the comments around the operative attendance which include, completed in time promised / attitude / Politeness/ Clean & Tidy." KPI 12 - Minor adaptations continue to follow suite and achieve target each month.

10. Partner Commentary – Wates

Performance within the second quarter remains the same result with a total of 12 greens with fantastic performance on accumulative void turnaround of 8.15 days and delivering 24 hours and 7-day repairs within the quarter at 100% along with Gas compliance. 3 KPI's are showing red which are noted below:

KPI 7

More enhanced training has been rolled out to the team on customer satisfaction with the aim to further improve performance in Q3. New updated WPS ID Badges have been issued, Key Manager and Supervisor have created an action plan to note any actions along with feeding back any failures misinterpreted effecting the score, which as shown a vast improvement within the quarter but it's still not meeting the % required.

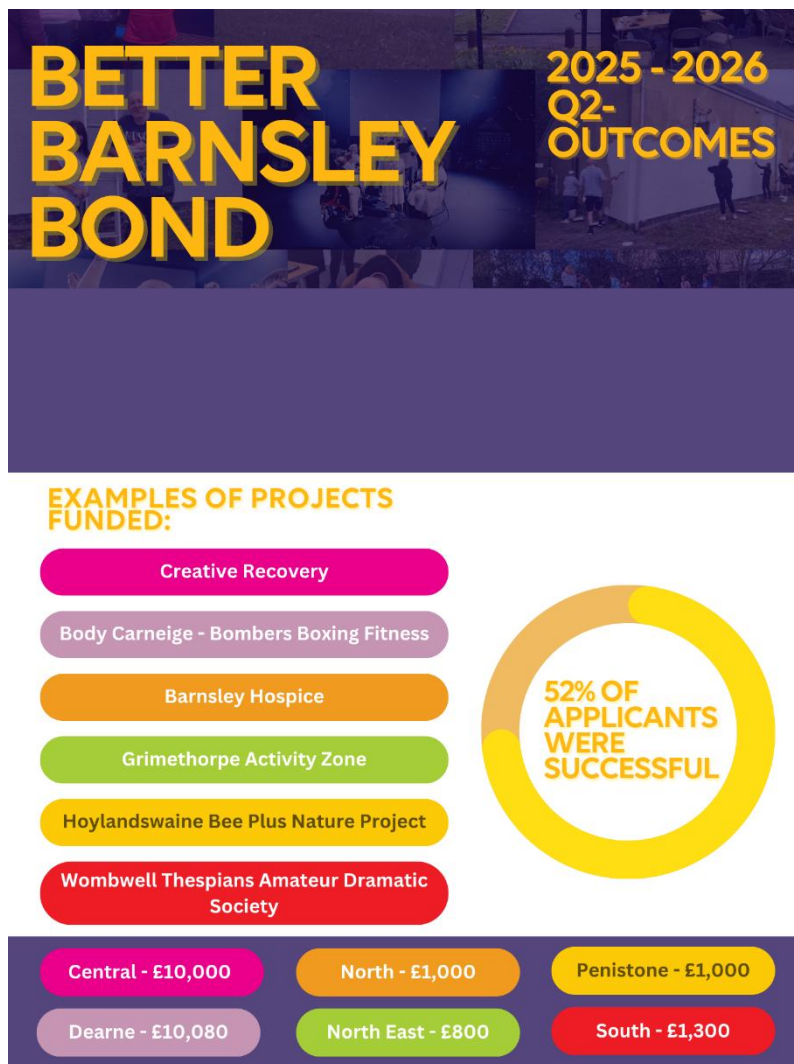
KPI 10

The Waste data for the contract is currently being benchmarked via WPS Senior Sustainability and Environmental Advisor against other like for like WPS contracts we deliver to review if the target is achievable, along with any lessons which can be implemented.

KPI 4

Subcontractor spend remains above target due to the type of work and the unpredictable demand BH continues to order backlogged works with a view of establishing business as usual from April 2026. WPS feel that it would not be cost effective to employ short-term resources to carry out the backlog work as it costs approx. £900 per operative to onboard plus training time plus we would need to employ additional management.

11. Better Barnsley Bond



Report Title	Building Safety Compliance and Disrepair Qtr. 2 Report 2025/26	Confidential	No
Report Author	Russell Thompson, Executive Director Property Service	Report Status	For Information
Report To	Board 11th December, 2025	Officer Contact Details	Russellthompson@berneslaihomes.co.uk

1. Executive Summary

In Quarter 2 2025/26, the Building Safety Compliance was reported as 99.71% across six key areas: Fire, Electrical, Gas, Asbestos, Legionella, and Lifts.

Positive Highlights:

- Berneslai Homes have maintained 100% compliance across four out of the five Building Safety Compliance TSM Measures: Gas (BS01) compliance is 100%
- Fire (BS02) compliance is 100%
- Asbestos (BS03) compliance is 98.30%.
- Non-domestic Legionella (BS04) compliance is 100%
- Passenger Lifts (BS05) compliance is 100%

Berneslai Homes have also appointed to key operational management roles of both Damp Mould and Disrepair Manager (Lucy Levitt) and Fire and Asbestos Compliance Manager (Mike Parker), both these appointments will bolster the team and provide additional assurance.

Ahead of Awaab's Law launch on 27th October 25, there has been an ongoing organisational effort to ensure key actions had been progressed, tested and implemented. Over 100 technical and non-technical front line staff have completed the Awaab's Law readiness, with a further 150 front line staff due to complete the training before the end of this year.

The safety of our customers remains an absolute priority, and this is reflected in the level of engagement at community events, to provide information, advice, guidance and assurance ahead of the cold season.

Areas of Focus:

- **Fire safety** equipment, servicing, and maintenance were 99.21% compliant. Emergency lighting maintenance is outstanding at three premises, and fire detection and warning maintenance is pending at one, we are prioritising these issues with BPS. There are 13 flat entrance fire door inspections outstanding due to access issues, we are going through the process of delivering a second letter and working with Scheme Managers to get access.
- **Electrical compliance** over 10 years was 99.96%. Out of the 7 non-compliant, 2 properties are with BMBC SNT for legal processing, 4 properties are with the Neighbourhood team for assistance with the condition of the property and 1 property is awaiting a decision to confirm if the property will be disposed of. The project, led by BMBC and Berneslai Homes, aims to enhance access and compliance for challenging properties. Electrical compliance over 5-year was 99.35% with 118 condition reports outstanding.
- In November 2025, the Government updated the regulations relating to **Electrical Safety (EICR) testing** in the social rented sector, the update states that the Regulations will come into force in May 2026 for all existing tenancies but landlords have a transitional provision and must ensure installations are inspected and tested by 1st November 2026.
- **Domestic Lifting Equipment** achieved a compliance rate of 97.31%, with 16 outstanding appliances. These included 5 stairlifts (4 due to void properties and 1 with access issues), 4 Through Floor Lifts (2 void, 2 to be serviced in October), and 7 Hoist (5 currently void-related and 2 in the same property where the tenant has gone into care).
- **Smoke and CO installations** are required for 40 properties that are classified as 'no access', resulting in an overall compliance rate of 99.78%.

The Property Compliance team works in close collaboration with the Neighbourhood and Legal teams to address and resolve issues related to "no access" situations and to ensure access to properties for inspections.

- **Damp, Mould & Condensation** – Up to the end of Q2 of the 2025–26 financial year, Berneslai Homes received 998 reports of damp, mould, and condensation (DMC). These jobs were initially issued to contract partners as 7-day damp and mould wash orders.

	<p>This process has now been revised to align fully with the requirements of Awaab’s Law. Rather than immediately raising works, we now carry out a thorough investigation into the root cause of every damp and mould report. This approach ensures that any underlying issues, such as structural defects, ventilation problems, or leaks are identified and addressed effectively. By tackling the source of the problem rather than just the symptoms, we aim to deliver long-term solutions, improve property conditions, and safeguard the health and wellbeing of our tenants.</p> <ul style="list-style-type: none"> • Disrepair – During Q2 of the 2025–26 financial year, Berneslai Homes received 30 new claims, bringing the total this year to 51 for the year to date. <p>The Awaab’s Law strict timeframes significantly strengthen tenants’ rights and enforcement powers, which is expected to increase housing disrepair claims throughout 2025–26.</p> <p>In parallel, the Government has announced a call for evidence on “claims farming” in housing disrepair cases. This aims to address concerns about unscrupulous practices by claims management companies and ensure fair redress for tenants without exploitation. The call for evidence will inform potential regulatory measures later this year. We will continue to monitor developments and assess implications for compliance, resource planning, and risk management.</p>
<p>2. Recommendation</p>	<p>The Board is asked to receive and note the 2025/26 Qtr. 2 report and the areas of focus.</p>

3. Background

- 3.1 Berneslai Homes is committed to achieving the highest standards of building safety compliance and this report sets out Berneslai Homes’ quarter 2 performance delivering this work across all key areas of compliance.

The Board should note that in July 2023, Barnsley Council’s Cabinet approved the Governance Arrangements for Building and Fire Safety. This approval outlines the Council’s accountability as the landlord of its 18,000 homes under the new Building Safety and Fire Acts, and specifies the responsibilities delegated to Berneslai Homes under the services agreement.

As the landlord, Barnsley Council is responsible for compliance with Fire Safety and Building Safety legislation and must ensure that buildings remain safe. The Council must also ensure the engagement of tenants in maintaining the health and safety of their homes and communal area. This role is delegated via the Services Agreement to Berneslai Homes

- 3.2 Rigorous audits have been carried out to ensure compliance with reports submitted quarterly to the Audit & Risk Committee. External audits by Pennington Choices in Q3 2021-22 and internal audits by BMBC's Corporate Assurance Team in Q1 2022-23 assessed fire and building safety. In Q4 2023-24, we completed lift compliance and smoke and carbon monoxide (CO) compliance audits, receiving reasonable assurance. We are addressing the agreed management actions and Pennington Choices conducted a desktop review of our Building Safety Cases in Q4 2023-24. An internal audit on electrical safety inspections was undertaken in 24/25, receiving reasonable assurance.
- 3.3 The teams are concentrating on performance enhancements and efficiencies in collaboration with our contract partners, Property Services Repair Team and Wates. Numerous actions have been initiated and implemented to help improve efficiency and ensure full compliance across all Building Safety and Compliance. The most significant improvement has been the introduction of a new compliance management system (C365) and the streamlining of processes. Both delivery partners leverage the partnering arrangement to optimize resource availability in critical areas and to share best practices.
- 3.4 The Building Safety Scorecard, developed with Pennington Choices Compliance Roadmap, provides an oversight of performance and the areas that require improvement. The attached scorecard (Appendix A) shows performance up to September 2025. We are now utilising our new Compliance Management System C365 for all Electrical, Fire, Asbestos, Lift and Water Hygiene related activities.
- 3.5 Building Safety Compliance performance is a regular agenda item for the Audit and Risk Committee. It is also included in the performance report presented to the Customer Services Committee and BMBC's Services Agreement Core Group, ensuring comprehensive oversight by both staff and customers. A Building Safety Board comprising of council representatives, tenants and officers also meets quarterly. Areas of concern are escalated to the Delivery Plan Assurance Group and Members as necessary. An example of such escalation and the formation of a dedicated task force is the work on EICR access mentioned in section 4.3.
4. Current Position/Issues for Consideration
- 4.1 We are currently reporting very good performance, while also highlighting areas where further progress is required. We have a comprehensive understanding of these issues and are undertaking appropriate measures to address them, as detailed below.
- 4.2 **The Fire Risk Assessment (FRA) programme** is 100% compliant. Outstanding remedial tasks have significantly decreased, with zero open actions. In-plan actions have been integrated into formal work plans based on building and action risks. Additional surveys, such as roof surveys, were conducted for three high-rise buildings by Pennington Choices and Align to align with Building Safety Cases.
- 4.3 **Electrical** compliance has shown consistent improvement, with 10-year electrical compliance at 99.96% (7 condition reports outstanding) and 5-year compliance at 99.35% (118 condition reports outstanding). There are no outstanding C1 electrical remedial works, and there are currently 61 C2 remediations in progress. We have prioritised properties that were beyond the 10-year compliance window. We are

working with BMBC's Legal Team who have developed a hard-hitting leaflet and letter; these have been delivered to all the properties currently outstanding on the 10-year programme. We have been successful in obtaining injunction hearings to 17 properties allowing us to gain access and carry out an overdue electrical inspection condition report.

In June 2025, the Government laid the regulations relating to Electrical Safety testing in the social rented sector, which will require social landlords to carry out checks on electrical installations every five years and in-service inspections and testing of electrical equipment (ISIT) sometimes known as Portable Appliance Testing (PAT) on all electrical appliances provided as part of a tenancy. These changes will come into force in November 2025 for new tenancies, and May 2026 for existing tenancies.

- 4.4 **Gas** compliance was 100% at the end of Qtr. 2. Our processes and ability to obtain entry warrants ensure Berneslai Homes maintains strong compliance performance.
- 4.5 **Asbestos** compliance was at 98.30%. This was due to an issue with survey data not loading into the system and the area falling out of compliance even though the survey had taken place, the issues have now been resolved, and the survey has been re-completed.
- 4.6 **Water Hygiene** has maintained a consistent performance, with Legionella Risk Assessments (LRAs) for non-domestic properties remaining at 100%. There were no overdue remedial tasks at the end of Qtr. 2.
- 4.7 **Passenger lift** compliance is 100%. Performance for domestic Lifting Equipment remains a focus, with overall compliance at 97.31% and 16 appliances non-compliant. The main challenge is gaining access to properties for servicing, with 1 of the outstanding domestic lifts being related to 'no access'. The Lifts Compliance Officer is working with the Neighbourhood teams to resolve this issue, as the legal channels available for gas compliance cannot currently be applied to lifts.
- 4.8 **Damp, Mould and Condensation** - Up to the end of Qtr. 2 of the 2025–26 financial year, Berneslai Homes received 998 reports of damp, mould, and condensation (DMC). These jobs were initially issued to contract partners as 7-day orders.

The Damp, Mould and Disrepair team has been diligently addressing the challenges in this area and ensuring we are well-prepared to fulfil our obligations under Awaab's Law, which came into effect on 27th October 2025. We have been collaborating with specialist consultants, Pennington Choices, to assist in reviewing and updating the Damp and Mould Policy and the Disrepair Policy, deliver Awaab's Law readiness training sessions, facilitate a full day workshop to map out the new processes to help manage the demand effectively. The government are undertaking a test and learn approach to monitor the new regulation.

Internal communication and Leadership Forum briefings focused on reminding all colleagues and our contractor partners of the process on how to refer damp and mould, as well as re-enforcing the company wide responsibility to ensure our tenants live in safe and decent homes.

The NEC housing management system provides frontline staff and operatives with the functionality of reporting properties they believe require a visit. While the figures have increased, this is seen as an indication that our training and pro-active approach are effective, and staff are following our vulnerability protocol. This protocol requires all employees to report suspected vulnerability even if they do not have extensive knowledge of behaviours, symptoms, and solutions, and to ensure they report instances where something appears unusual.

We have collaborated closely with the Customer Services Team to learn from complaints, which has led to the implementation of several service improvements. These include the creation of a Damp and Mould PowerBi dashboard and the establishment of a comprehensive triage process before and after work, aimed at enhancing communication.

- 4.9 **Disrepairs** – The total number of Disrepair claims in 24/25 were 154. In the first 2 quarters of 2025, there were 42 disrepair claims. The settlement costs are covered by the Housing Revenue Account (HRA), excluding staff costs involved in the process. The government has announced it is undertaking a call for evidence on claims harvesting this year.

Disrepair Claims Settled (Calendar Years)	
Year	Settlement Cost
2020	£109,670.90
2021	£152,725.16
2022	£122,383.03
2023	£147,420.11
2024/25	£145,215.99

There were 85 'live claims at the end of 2025/26 Quarter 2, with damp and mould being the main cause on majority of the claims, followed by claims related to defective doors and windows, cracks / holes / damaged plaster / leaks, defective roofing/guttering and masonry.

Berneslai Homes have revised our strategic approach to maintain stock decency. In agreement with BMBC, we have reallocated capital budgets from investment programs to address accumulated works, which have led to a reduction in complaints and disrepair claims. We will continue to monitor progress.

5. Customer Voice/Impact

The compliance and building safety requirements are mandatory and as such customers should rightfully expect that we keep them safe at all times and through the Board apply the scrutiny and assurance to ensure that we meet the obligations placed by the Acts.

The Building Safety Act specifically highlights the need to develop and maintain relationships with customers and tenants to ensure that they are kept informed and can provide the necessary challenge and scrutiny if things are not right. Whether this be by individuals or specific tenant groups, the process of holding the landlord to account does not differ.

Where any work is being planned, there should be specific time allocated within the programme to consult and seek feedback on the work to ensure that all tenants concerns and questions are resolved prior to any work being started.

Regular in person briefings and information sharing is ongoing, with officers from Berneslai attending recognised tenant groups to feedback on the risks and compliance requirements in buildings so they are fully informed.

6. Risk and Risk Appetite

- 6.1 Building Safety Compliance Performance is strong at year-end, but any outstanding work or lack of full compliance poses risks for tenants, staff, Berneslai Homes, and BMBC.

There is a risk adverse approach to rising disrepair claims and compliance with new legislation in the sector. The table below provides an outline of key areas where risks have been identified.

Operational/Strategic Risk Type	Name	Risk Appetite
Landlord Compliance	The Health and Safety of Tenants and Staff	Averse
Landlord Compliance	Failure to meet increasing and changing regulatory requirements	Averse
Landlord Compliance	Awaab's Law Compliance	Averse
Operational	Disrepair Cases Increase	Cautious
Operational	Resource pressure to meet compliance with the Building Safety and Fire Safety Legislation	Cautious
Financial	Increasing operational costs to meet the new compliance regulatory requirements	Cautious
Financial	Increase in disrepair compensation claims and "farming claims"	Cautious

7. Strategic Alignment

Building Safety Compliance Performance aligns with both Berneslai Homes Strategic Plan and BMBC's Barnsley 2030 strategy, specifically regarding Hearing Customers and Keeping Customers Safe. These measures indicate how communication with tenants is managed and how compliance with legislation aimed at ensuring tenant safety in their homes is achieved.

8. Data Privacy

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

9. Consumer Regulatory Standards

Overall performance continues to demonstrate strong compliance with the Regulator of Social Housing's Consumer Standards. Across the full suite of KPIs monitored by the directorate, the majority remain on or above target, with sustained high performance in key areas. Where minor variances have occurred, these have been marginal and subject to active management, with corrective actions already implemented through operational teams.

Based on current performance and independent assurance checks undertaken through Internal Audit and compliance monitoring, we are confident that the organisation continues to meet the required outcomes of the Consumer Standards, particularly around delivering safe, high-quality homes and ensuring fair access to services.

In addition, we continue to maintain clear governance and oversight arrangements through regular reporting to EMT, the relevant Committees, and the Board. Emerging regulatory expectations—such as strengthened transparency requirements, enhanced engagement with tenants, Awaab's Law readiness, and customer-facing KPIs are already integrated into our forward plan.

Our focus remains on continuous improvement, early identification of risks, and maintaining a robust evidence base to demonstrate compliance. Taken together, the evidence supports a strong level of assurance that the organisation is meeting the Consumer Standard.

10. Other Statutory/Regulatory Compliance

Provides assurance for the following legislation:

- Defective Premises Act 1972
- Environmental Protection Act 1990
- Landlord and Tenant Act 1985 (Section 11)
- Housing Act 2004
- Decent Homes Standard 2006
- Equality Act 2010
- Home Standard, Regulator of Social Housing 2015
- Homes (Fitness for Human Habitation) Act 2018
- Pre-Action Protocol for Housing Conditions Claims (England) 2021

11. Financial

All work is cost and budgeted, and adherence to budget is reviewed and confirmed monthly by BMBC. The 2025/26 compliance budget is £5.5MIL.

12. Human Resources and Equality. Diversity and Inclusion

The provision of a home that is warm, safe, and comfortable is a fundamental Landlord obligation of the Decency standard, promotes good health and wellbeing, and is a fundamental component of basic human rights.

Equality Impact Assessments are carried out on any large projects or procurement relating to Building Safety Compliance.

13. Sustainability Implications

None.

14. Associated Background Papers

None.

15. Appendices

Appendix A: Building Safety Scorecard – September 2025.

16. Glossary

BMBC – Barnsley Metropolitan Borough Council

SNT – Safer Neighbourhood Teams

C1 – Code 1 (Danger Present - Immediate Remedial Action is Required as per NECEIC)

C2 – Code 2 (Potentially Dangerous - Urgent Remedial Action is Required as per NECEIC)

CO – Carbon Monoxide


DMC – Damp, Mould and Condensation

EMT – Executive Management Team

FRA – Fire Risk Assessment

HRA - Housing Revenue Account (HRA)

TSM – Tenant Satisfaction Measures

DATE REPORT RUN 31/08/2025		Creating GREAT Homes & Communities for the People of Barnsley							BUILDING SAFETY SCORECARD				
TOTAL ASSET NUMBERS	Domestic Properties		Non-Domestic Properties		Other		Traveller site / Queens House						
	17,850		766		35		44						
COMPLIANCE AREA	In Date / Compliant	Expired / Non-Compliant	In Date / Compliant	Expired / Non-Compliant	In Date / Compliant	Expired / Non-Compliant	In Date / Compliant	Expired / Non-Compliant	Data Source	Copy Provided	% Compliant	NARRATIVE - 1) Current Position, 2) Corrective Action Required, 3) Anticipated Impact of Corrective Action, 4) Progress with Completion Follow up Works	
TENANT SATISFACTION MEASURES													
B501: Gas safety checks	16,806	0							Spreadsheet		100.00%		
B502: Fire safety checks	1,025	0							Spreadsheet		100.00%		
B503: Asbestos safety checks	867	15							Spreadsheet		98.30%	Issues with survey data not loading on C365 meant that Saville Court fell out of compliance, despite the survey taking place prior to experiation. Issues have now been resolved and survey has been recompleted.	
B504: Water safety checks	886	0							Spreadsheet		100.00%		
B505: Lift safety checks	408	0							Spreadsheet		100.00%		
FIRE SAFETY - Fire Risk Assessment (FRA) PROGRAMME													
Assets on Programme			212	0	0	0			Spreadsheet		100.00%		
Assets NOT on Programme			502		34								
FIRE SAFETY - REMEDIAL ACTIONS													
Immediate Action Required			0	0	0	0			Spreadsheet/C365				
High (2 month)			0	0	0	0			Spreadsheet/C365				
Medium (6 months)			0	0	0	0			Spreadsheet/C365				
Low (12 months)			0	0	0	0			Spreadsheet/C365				
In plan works - High			0	0	0	0			Spreadsheet/C365				
In plan works - Medium			0	0	0	0			Spreadsheet/C365				
In plan works - Low			0	0	0	0			Spreadsheet/C365				
All Fire Actions			0	0	0	0							
FIRE SAFETY - EQUIPMENT SERVICING & MAINTENANCE													
Fire Detection & Warning			119	1					Spreadsheet		99.17%		
Emergency Lighting			112	3					Spreadsheet		97.39%		
Fire Extinguishers			306	0					Spreadsheet		100.00%		
Smoke Vents			4	0					Spreadsheet		100.00%		
Fire Blankets			48	0					Spreadsheet		100.00%		
Communal Fire Door Inspections			574	0					PIMMS		100.00%		
Flat Entrance Fire Door Inspections			952	13					PIMMS		98.65%		
All Fire Actions			2124	17							99.21%	There is one premises where the alarm maintenance is outstanding and 3 premises where the emergency lighting maintenance is outstanding, we are working with BPS to get these completed as soon as possible. There are 13 flat entrance fire door inspections outstanding due to access issues, we are going through the process of delivering a second letter and working with scheme managers to get access. There is one where a leaseholder has been taken into a care home, we are working with Leaseholder Services to obtain contact details for any next of kin.	
FIRE SAFETY - FIRES REPORTED (CUMULATIVE)													
Total number of fires reported within reporting year	30								Spreadsheet		Incidents		
FIRE SAFETY - PROPERTIES WITH SMOKE / CO ALARMS FITTED													
Assets on Programme	17,810	40									99.78%		
Assets NOT on Programme	0												
DAMP AND MOULD - REPAIR REQUESTS													
7-day jobs raised during month		178							NEC		1.00%		
7-day jobs open at month end		38							NEC		0.21%		
24 hr emergency hazard removal mould treatment									NEC				
Inspections raised during month									NEC				
Inspections open at end of month									NEC				
Inspections completed within 10 working days													
HHRS (CAT1/2) damp / mould risks identified in month		0							Spreadsheet		0.00%		
									Spreadsheet				
									Spreadsheet				
DAMP AND MOULD - COMPLAINTS													
Closed stage 1 complaints		4							Customer Services		0.02%		
Closed stage 2 complaints		2							Customer Services		0.01%		
Total		6							Customer Services		0.03%	The report now shows complaints relating to Damp and Mould that have been answered/closed in the month	
DISREPAIR CLAIMS													
Total live claims (cum in yr)		42							Spreadsheet		0.24%		
Total live claims relating to damp and mould (cum in yr)		35							Spreadsheet		0.20%		
ELECTRICAL SAFETY - Electrical Installation Condition Report (EICR) PROGRAMME < 10 years and < 5 years													
Assets on Programme with an in date EICR <10 years	17,836	7					44	0	Workbooks		99.96%		
Assets on Programme	17,843						44						
Assets on Programme with an in date EICR <5 yrs	17,728	115	221	3			44	0	Workbooks		99.35%		
Assets on Programme	17,843		224				44						
C-1	0	0	0	0			0	0	Spreadsheet				
C-2	0	0	51	10			0	0	Spreadsheet				
GAS SERVICING													
Assets on Programme	15,948	0	4	0	51	0			Spreadsheet		100.00%		
Assets NOT on Programme	1,902		762		0								
COMMERCIAL GAS REMEDIALS													
All commercial gas remedials					0	0					100.00%		
DOMESTIC PROPERTIES (Without Gas)													
Assets on Programme	688	0							Partners		100.00%		
Voids Capped													
No. of Voids Capped in Month within 24 hrs of Becoming Void	52	0							Partners		100.00%		
No of Tenanted Homes Capped [monitoring metric only] long term capped off													
No of Tenanted Homes Capped [monitoring metric only]	181								Partners				
Solid Fuel													
Homes on the Programme	96	0							Spreadsheet		100.00%		
Asbestos													
Assets on Programme			531	1	25	0	1	0	PIMMS/Spreadsheet		99.82%		
Assets NOT on Programme			279		9		43					Issues with survey data not loading on C365 meant that Saville Court fell out of compliance, despite the survey taking place prior to experiation. Issues have now been resolved and survey has been recompleted.	
WATER HYGIENE: Legionella risk assessments													
Assets on Programme	16662	93	61	1	3	30	0	0	PIMSS, Spreadsheet		99.26%	Domestic LRAs - List is being continuously updated. Risk Assessments to be completed with heating service where possible. Other Housing Shops - Compliance officer working with BMBC to encourage tenants to carry out LRA	

Assets NOT on Programme												Leaflets being designed to send out. Non Domestic LRAS - 1 uncompliant site - Valley Community Centre Manor road - this has been carried out in Oct but report not yet recvd. This site does not affect the TSM figure
WATER HYGIENE: Inspection checks												
Flushing			172	0					Teams / spreadsheet		100.00%	Flushing/Temperature Monitoring all compliant. Annual Monitoring - 2 uncompliant Infinity to recover
Temperatures			58	0					Teams / spreadsheet		100.00%	
Annual monitoring			56	2					Teams / spreadsheet		96.55%	
			286	2							99.31%	
WATER HYGIENE												
High (1 month)	0	0	0	0								
Medium (3 months)	0	0	0	0								
Low (6 months)	1	0	1	0					SAP/Spreadsheet			
All Actions	1	0	1	0								
SERVICE & MAINTENANCE CHECKS												
Passenger Lifts(14) / Platform lifts (6)	20	0							Engineers sheets/C365		100.00%	all compliant
Passenger Lifts Insurance Inspections (20 lifts - 6 monthly inspections)	20	0							HSB Portal/C365		100.00%	all compliant
Stairlifts	477	5							Engineers sheets		98.96%	5 uncompliant - 2 void, 1 property empty tenant moved to carehome, 1 tenant has died, 1 lift off unable to contact tenant to book in repair/service - appt letter sent out.
Stepilifts	1	0							Engineers sheets		100.00%	all compliant
Throughfloor lifts (TFL)	31	4							Engineers sheets		88.57%	4 uncompliant - 2 void, 1 to be picked up again by Terrys lifts in Oct due to access issues. 1 has now been serviced in Oct.
Holists	105	7							Engineers sheets		93.75%	7 uncompliant - 5 Void, 2 in the same property tenant has been put into care no one at the property.
All	652	18									97.31%	
SUMP PUMP CHECKS												
Sump Pump Checks	38	29									56.72%	Partners working through gaining access to complete inspections, any properties with access issues will be progressed through the no access policy
ENERGY EFFICIENCY												
SCS	0	3570							Spreadsheet		0.00%	Contractor now on site, as of Sep-25. Measure changed to reflect 20% per annum delivery (100% delivery across a rolling 5-year programme). A risk based approach to condition surveying priority now in place.
EPC	207	1800							NEC/C365		10.31%	Interim contractor (ARCUS) has supported with delivery to date. Please note figures are prior reconciliation and some 10-year certificates may have expired since last reconciliation in Jun-25. 10-year certificate, so working towards compliance of full stock. Breakdown of 1800 figure = 1100 EPCs outstanding 200+ to expire in year. ~500 additional EPCs (to supersede existing) following Solar array installs expected.

Report Title	Regulator of Social Housing – Update Report	Confidential	No
Report Author	Executive Director of Customer and Estate Services	Report Status	For Discussion
Report To	Board 11th December 2025	Officer Contact Details	davefullen@berneslaihomes.co.uk

1. Executive Summary	<p>This report provides the Board with an update on actions taken since the Regulator of Social Housing issued its C1 regulatory judgment on 30th October 2024. In addition, it provides details relating to the Annual Engagement Meeting that was held with the RSH in October 2025.</p> <p>A copy of the regulatory judgement issued for Barnsley Council is attached at Appendix A.</p> <p>A C1 grading means that we provided the RSH with enough evidence to assure them that overall, we are delivering the Consumer Standards outcomes. A C1 rating does not mean that a landlord is 'outstanding' or 'excellent' as is sometimes misreported in the housing press. The RSH expects that where a landlord is assessed as C1 it will continue to review, evaluate and improve its services to tenants.</p> <p>Key actions identified to further improve services to tenants were approved by the Board at its meeting in December 2024 and were subsequently incorporated into the Annual Business Action Plan. An update on progress against these was shared with the Board at its 'State of the Nation' development session on 25th September 2025. A copy is attached at Appendix B.</p> <p>As part of its ongoing engagement programme with Registered Providers an Annual Engagement Meeting was held with Barnsley Council and Berneslai Homes on 7th October 2025. A copy of the updates provided to the Regulator of Social Housing is attached at Appendix C.</p>
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2. Recommendation/s	<p>It is recommended that Board:</p> <ul style="list-style-type: none"> i. Note the progress made against key areas detailed in the update note provided to the RSH in October 2025. ii. Note the actions requested by the RSH following the Engagement meeting.
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3. Background

- 3.1 On 1st April 2024 the Regulator of Social Housing (RSH) introduced new Consumer Standards for social housing, designed to drive long-term improvements in the sector. It also began a programme of landlord inspections. The changes are a result of the Social Housing (Regulation) Act 2023. Inspections are an integral part of their regulatory approach designed to help them form a view about how well a landlord is delivering the outcomes required by the Consumer Standards. The RSH aims to carry out a programmed inspection of large landlords at least every four years.
- 3.2 As Barnsley MBC is the landlord, it is the Council that is inspected and against which the regulatory judgement is reached.
- 3.3 The gradings and descriptions that a landlord can receive are detailed below:

Grading	Description
C1	Overall, the landlord is delivering the outcomes of the Consumer Standards. The landlord has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence.
C2	There are some weaknesses in the landlord delivering the outcomes of the Consumer Standards and improvement is needed.
C3	There are serious failings in the landlord delivering the outcomes of the Consumer Standards and significant improvement is needed.
C4	There are very serious failings in the landlord delivering the outcomes of the Consumer Standards. The landlord must make fundamental changes so that improved outcomes are delivered.

- 3.4 All landlords should aim for a C1 grade. This means that they have provided the RSH with enough evidence to assure them that overall, they are delivering the Consumer Standards outcomes. A C1 rating does not mean that a landlord is 'outstanding' or 'excellent' as is sometimes misreported in the housing press. The RSH expects that where a landlord is assessed as C1 it will continue to review, evaluate and improve its services to tenants.
- 3.5 The programmed inspection for Barnsley took place in 2024. On 8th October 2024 we attended a feedback meeting with the RSH along with colleagues from the Council. In addition to advising us of the outcome of the programmed inspection and the next steps, the team gave verbal feedback on each of the standards. This feedback provided useful insight into areas of focus to further improve services. Key actions were approved by the Board at its meeting on 5th December 2024 and subsequently incorporated into the Annual Business Action Plan.

- 3.6 On 30th October the RSH published its regulatory judgement for Barnsley. This confirmed a consumer grading of C1. A copy of the full judgement is attached at Appendix A.
4. Current Position/Issues for Consideration
- 4.1 Following receipt of the C1 regulatory judgment last year a Consumer Standards Oversight Board was established to ensure that there was appropriate focus on the Consumer Standards including horizon scanning on future requirements such as Awaab's Law, the Competence and Conduct Standard, Decent Homes 2 and the Minimum Energy Efficiency Standards. The Board comprises of senior officers from Barnsley Council and Berneslai Homes, Rebecca Mather as a Berneslai Homes Board Representative and a tenant/leaseholder representative. Updates from the Oversight Board are provided to the Executive Management Team as well as to the Services Agreement Core Group chaired by the Head of Strategic Housing at BMBC.
- 4.2 The Annual Engagement Meeting with the Regulator was held on the 7th October. Attendees included:
- Paul Clifford - Service Director Regeneration and Culture, BMBC
 - Amanda Garrard – Chief Executive, Berneslai Homes
 - Sarah Clyde – Head of Strategic Housing, BMBC
 - Dave Fullen - Executive Director, Customer and Estate Services, Berneslai Homes
- 4.3 In advance of the Annual Engagement Meeting an update was provided to the RSH covering:
- A position statement on accumulated works.
 - A position statement on void levels and the Board approved void reduction plan.
 - Stock Condition Surveys.
 - Tenant Engagement and Insight.
 - The Tenant Handbook.
 - A position statement on Complaints and Complaints Handling.
 - Progress against the Call Centre Improvement Plan.
 - Partnership work with BMBC and South Yorkshire Police on tackling ASB.
 - The New Tenancy Policy approved by the Board in December 2024 and BMBC Cabinet in February 2025.
 - An update on the Lettings Policy.
- 4.4 In addition to these landlord updates on key areas of focus arising from the inspection they were given details of preparations for Awaab's Law, the Competence and Conduct Standard, Decent Homes 2 and the Minimum Energy Efficiency Standards. An update was also provided on the joint work, supported by Savills on the future of Council Housing.

- 4.5 In the final part of the meeting the RSH shared their reflections on the first year of the consumer standards. This largely focused on the [Regulatory Casework Review 2025](#) which they published in September. The report provides important learning for all social landlords based on their findings through their planned inspections and responsive engagement. In preparation for the engagement meeting the document was reviewed and a briefing session hosted by Devonshires and DTP attended by the Executive Director of Customer and Estate Services. No new issues or areas of focus not already included in Business Plan actions were identified.
- 4.6 The Annual Engagement Meeting was positive. In addition to our preparations for forthcoming requirements a particular area of focus was on tenant engagement and the changes that are currently underway with the support of the Tenant Participatory Advisory Service (TPAS).
- 4.7 Two actions were agreed with the RSH at the meeting:
- To keep them updated on changes in Tenant Engagement.
 - To arrange an introductory meeting with Berneslai Homes' new Chief Executive and the Council's Head of Housing Strategy when they are confirmed and in post.

5. Customer Voice/Impact

- 5.1 The Transparency, Influence and Accountability Consumer Standard details required outcomes in the treatment of all tenants and prospective tenants. In addition to the accessibility of information about landlord services including complaints and wider performance, landlords must ensure that there is meaningful engagement and maximum opportunities for tenants to engage and that there are clear outcomes. It is therefore understandable that the RSH are to be kept updated on any key changes in the approach to tenant engagement.

6. Risk and Risk Appetite

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

7. Strategic Alignment

- 7.1 The report aligns to the requirements from Barnsley MBC for the effective delivery of and governance arrangements for housing services as set out in the Services Agreement with Berneslai Homes.
- 7.2 The Consumer Standards Oversight Board, which includes Board, Council and Tenant Representatives was consulted on the contents of this report.

8. Data Privacy

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

9. Consumer Regulatory Standards

9.1 This report relates to all elements of the Regulator of Social Housing Consumer Standards and the C1 Regulatory Judgement issued by the regulator on 30th October 2024.

9.2 Given the C1 grading there is no ongoing regulatory involvement other than the Annual Engagement meeting. However, it should be noted that there remains an ongoing duty on the landlord to self-refer to the RSH any weaknesses that are material to the delivery of the outcomes of the consumer standards and which could lead to poor outcomes for tenants and prospective tenants.

10. Other Statutory/Regulatory Compliance

10.1 The regulatory judgement confirmed that there is demonstrable evidence of compliance with statutory health and safety requirements. There remains an ongoing responsibility from the Board to be assured through the information provided to it that we continue to comply with existing requirement and are prepared for forthcoming requirements such as Awaab's Law.

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 Human Resources Implications arising directly from this report.

13. Sustainability Implications

13.1 There are no sustainability or zero carbon implications arising directly from this report.

14. Associated Background Papers

14.1 Board Report 5th December 2024 – Outcome of RSH Inspection.

15. Appendices

15.1 Appendix A – Regulatory of Social Housing Regulatory Judgment for Barnsley Metropolitan Borough Council published 30th October 2024.

15.2 Appendix B – State of the Nation Progress Update Summary from September 2025.

15.3 Appendix C – Key updates against Consumer Standards, Strategic Work and Horizon Scanning submitted to the RSH in advance of the Annual Engagement Meeting held on 7th October 2025.

16. Glossary

16.1 RSH – Regulator of Social Housing

16.2 Social Housing (Regulation) Act 2023 – The Act giving new powers to the RSH to undertake programmed inspections of larger social housing landlords against the Consumer Standards.

16.3 Consumer Standards – There are 4 standards covering Safety and Quality; Transparency, Influence and Accountability; Neighbourhood and Community and Tenancy. These set out the required outcomes and specific expectations placed on landlords by the RSH against which it reaches its regulatory judgement.



Regulator of
Social Housing

Barnsley Metropolitan Borough Council (00CC) Regulatory Judgement

30 October 2024

Our Judgement

	Grade/Judgement	Change	Date of assessment
Consumer	C1 Our judgement is that overall the landlord is delivering the outcomes of the consumer standards. The landlord has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence	First grading	October 2024

Reason for publication

We are publishing a regulatory judgement for Barnsley Metropolitan Borough Council (Barnsley MBC) following an inspection completed in October 2024.

This regulatory judgement confirms a consumer grading of C1. This is the first time we have issued a consumer grade in relation to this landlord.

Summary of the decision

From the evidence and assurance gained during the inspection, we have concluded that overall, Barnsley MBC is delivering the outcomes of the consumer standards and is making effective use of its systems to identify and address potential issues and areas for improvement. Based on this assessment, we have concluded a C1 grade for Barnsley MBC.

How we reached our judgement

We carried out an inspection of Barnsley MBC to assess how well Barnsley MBC is delivering the outcomes of the consumer standards, as part of our planned regulatory inspection programme. We considered all four of the consumer standards: Neighbourhood and Community Standard, Safety and Quality Standard, Tenancy Standard, and the Transparency, Influence and Accountability Standard.

During the inspection we observed a Barnsley MBC committee meeting and a tenant meeting. We also observed Barnsley MBC's arms length management organisation, Berneslai Homes Limited (Berneslai Homes), including one of its board meetings and its customer services committee meeting. We spoke to involved tenants, held meetings with Barnsley MBC, Berneslai Homes and their senior leadership teams, and reviewed a wide range of documents.

Our regulatory judgement is based on all the relevant information we obtained during the inspection as well as analysis of data received from Barnsley MBC through their regulatory returns and other regulatory engagement activity.

Summary of findings

Consumer – C1

October 2024

Barnsley MBC meets the outcomes of the Safety and Quality Standard by demonstrating compliance with statutory health and safety requirements. During the inspection, Barnsley MBC provided evidence-based assurance that it has appropriate systems in place to ensure the health and safety of tenants in their homes and associated communal areas and that performance is monitored, including by Barnsley MBC's cabinet and involved tenants. Barnsley MBC provided effective examples of how it learns lessons when issues arise and puts plans in place to remedy and minimise recurrence, including tackling root causes.

Barnsley MBC has an accurate record of the condition of its homes through physical surveys and has plans in place for a process to keep this information up to date.

Barnsley MBC demonstrated that it uses its understanding of the quality and safety of its tenants' homes to make decisions on future investment to maintain and improve homes, and reviews its strategic approach to stock investment using the latest stock condition information.

Barnsley MBC has evidenced that it provides an effective, efficient and timely repairs service to tenants. It has demonstrated that it responds appropriately to the urgency of works and takes into account tenant vulnerabilities. Barnsley MBC takes action to review its repairs and maintenance service and to improve outcomes for tenants when issues occur.

We gained assurance that Barnsley MBC, together with Berneslai Homes, make effective use of partnership opportunities. Barnsley MBC demonstrated that it works proactively with relevant organisations to deter and tackle anti-social behaviour (ASB) in its neighbourhoods, including targeting hotspots through days of action. Barnsley MBC sets out its approach to managing ASB and hate incidents in its ASB policy and has specific targets on ASB performance. As part of its case management processes, Barnsley MBC and Berneslai Homes undertake risk assessments, taking into account tenant needs and signposting tenants to support.

In relation to the Tenancy Standard, we saw evidence that Barnsley MBC offers tenancies or terms of occupation that are compatible with the purpose of its accommodation, the needs of individual households, the sustainability of the community, and the efficient use of its housing stock. Barnsley MBC has a lettings policy that sets out its approach to ensuring all properties are let in a fair and transparent way and takes into account the needs of tenants and prospective tenants.

We gained assurance that Barnsley MBC is committed to treating tenants with fairness and respect. Barnsley MBC gathers tenants' views in a range of formal and informal ways, and tenants are provided with opportunities for them to influence and scrutinise strategies, policies and services. Barnsley MBC has identified there could be improvements made to its tenant engagement and feedback mechanisms and it is continuing to focus on this. Evidence was provided that feedback and scrutiny provided by tenants has directly and positively impacted service delivery such as in repairs, complaints handling and lettings.

Overall, we found Barnsley MBC ensures complaints are addressed fairly, promptly and effectively. Barnsley MBC provided evidence that it learns from information on complaint types and outcomes and understands the impact on tenants when it gets things wrong, identifying when improvements need to be made and responding accordingly.

There is evidence of Barnsley MBC using the information it holds about its tenants, to tailor services to meet tenants' diverse needs and deliver fair and equitable outcomes. Clear and accessible information is provided to tenants about Barnsley MBC's services and performance, allowing tenants to access information and scrutinise how well Barnsley MBC is delivering those services. Barnsley MBC recognises that this is an area that requires further development, and work is continuing, to review, evaluate and improve how it tailors its services to tenants.

Background to the judgement

About the landlord

Barnsley MBC is a metropolitan borough in South Yorkshire. Barnsley MBC owns around 18,000 homes.

In 2002, Barnsley MBC set up a wholly owned company called Berneslai Homes. Berneslai Homes is an arms length management organisation which provides housing services on behalf of Barnsley MBC.

Our role and regulatory approach

We regulate for a viable, efficient, and well governed social housing sector able to deliver quality homes and services for current and future tenants.

We regulate at the landlord level to drive improvement in how landlords operate. By landlord we mean a registered provider of social housing. These can either be local authorities, or private registered providers (other organisations registered with us such as non-profit housing associations, co-operatives, or profit-making organisations).

We set standards which state outcomes that landlords must deliver. The outcomes of our standards include both the required outcomes and specific expectations we set. Where we find there are significant failures in landlords which we consider to be material to the landlord's delivery of those outcomes, we hold them to account. Ultimately this provides protection for tenants' homes and services and achieves better outcomes for current and future tenants. It also contributes to a sustainable sector which can attract strong investment.

We have a different role for regulating local authorities than for other landlords. This is because we have a narrower role for local authorities and the Governance and Financial Viability Standard, and Value for Money Standard do not apply. Further detail on which standards apply to different landlords can be found on our [standards page](#).

We assess the performance of landlords through inspections and by reviewing data that landlords are required to submit to us. In-Depth Assessments (IDAs) were one of our previous assessment processes, which are now replaced by our new inspections programme from 1 April 2024. We also respond where there is an issue or a potential issue that may be material to a landlord's delivery of the outcomes of our standards. We publish regulatory judgements that describe our view of landlords' performance with our standards. We also publish grades for landlords with more than 1,000 social housing homes.

The Housing Ombudsman deals with individual complaints. When individual complaints are referred to us, we investigate if we consider that the issue may be material to a landlord's delivery of the outcomes of our standards.

For more information about our approach to regulation, please see [How we Regulate](#).

Appendix B - Regulatory Update

Standard	Areas for Further Focus	Update September 2025
Transparency, Influence and Accountability	<ul style="list-style-type: none"> - Outcomes of tenant engagement not consistently captured or shared - Language Line services need better publicity - Lack of proactive translation offer - Desire for more direct communication with BMBC - Lack of diversity in engaged tenant group - Tenants should help set KPIs 	<ul style="list-style-type: none"> • Resident Insight & Engagement Strategy Approved by Board February 2025 • Quarterly Involvement & Influence Update report to Customer Services Committee • Monthly engagement updates on Website • New engagement opportunities capturing wider and more diverse customers including Gypsy Traveler and Care Leavers • Customer Panel held (with BMBC in attendance) on KPI setting • TPAS supporting governance changes to broaden tenant voice. • Review of company-wide approach to EDI underway
Safety and Quality	<ul style="list-style-type: none"> - Mixed picture on repairs; backlog acknowledged and being addressed - Need to deliver outcomes as planned - Clarify methodology for prioritising future 20% rolling stock condition survey 	<ul style="list-style-type: none"> • Positive progress being made • Annual update report received by Board July 2025 • Proposal on rolling stock survey submitted to BMBC/BH Asset Management Housing Stock Board August 2025
Neighbourhood and Community	<ul style="list-style-type: none"> - Communicate ASB outcomes more effectively to tenants - Assess impact of low ASB tool usage on Tenant Satisfaction Measures - Continue joint review of ASB processes 	<ul style="list-style-type: none"> • ASB Awareness Week • Joint days of action with BMBC and SYP • Feature in Annual Report to tenants • Enhanced partnership approach as part of 'Love Where You Live' campaign • Joint BMBC/BH ASB policy under development • Individual ASB reporter contracts introduced • Improved outcomes being seen in tenant satisfaction surveys
Tenancy	<ul style="list-style-type: none"> - Complete review of Tenancy Policy to ensure 	<ul style="list-style-type: none"> • Approved by Board December 2025



Appendix C

RSH Annual Engagement Meeting

7th October 2025

1) Key Updates Against Consumer Standards:

Quality and Safety Standard:

Accumulated Works (Backlog) Position:

During the inspection, the Council advised the RSH that we had a backlog of accumulated works across non-urgent planned repairs and replacement, and equipment and adaptations. We evidenced that we had reprioritised work and redirected investment funds during 24/25 to focus on reducing the backlog.

The latest position on the Backlog was presented to the Berneslai Homes Board and Council in July 2025. In line with delivery plans from 2024/25, Board and the Council were advised that backlog works have been cleared and that Berneslai Homes are now working as business as usual within the workstreams. There are no non-urgent work orders that are outside of the completion timeframes as set within the Berneslai Homes Repairs and Maintenance Policy and a commitment that 25/26 budget requirements are being managed within the overarching budget envelope for repairs and maintenance activity.

Voids Position:

Over the last 12 months there has been an increase in voids; with turnaround times and void rent loss both increasing above target. The reasons for this increase include an increased turnover of tenancies and a higher proportion of properties requiring major works. The Council and Berneslai Homes have worked collaboratively to address this. A Void Reduction Plan has been developed and approved by the Berneslai Homes Board. There is a target to reduce voids to 151 by 31st March 2026. Currently voids are around 300. The reduction plan includes the establishment of a Void Task Team, the procurement of additional sub-contractor support and the realignment of lettings resource (and process) to manage an increase in lettings.

Stock Condition:

Stock condition surveys have been completed across 87% of stock (as of the end of March 2025). Whilst prioritising the remaining surveys (reviewing refusals/access), a clear methodology, via a risk-based approach, has been developed and will be utilised for prioritising asset selection for the 20% per annum stock condition surveying programme, going forward. This framework was agreed by the Asset Management Stock Board in August 2025.

Transparency, Influence and Accountability Standard:

Tenant Insight, Involvement and Engagement:

Engagement Framework

Berneslai Homes Board approved a new Insight and Engagement Strategy in February 2025.

In terms of the current engaged tenant model, TPAS are assisting in the development of wider changes to the engagement framework and supporting governance changes at Berneslai Homes. One of these changes will see the Customer Services Committee have 4 tenant members in addition to the Board Non-Executive Director (NED), who also sits on the committee. Recommendations from the TPAS review will be presented at the Customer Panel meeting on 21st October 2025, to seek tenant feedback on proposals and to help to shape recruitment and training plans. The next Customer Services Committee will be an open meeting for tenants interested in a role to attend and observe.

A Quarterly Involvement and Influence update report is provided to BH Customer Services Committee (and shared with the Council's Core Group), whilst monthly engagement updates are published on the BH website.

Engagement

Berneslai Homes have successfully promoted new engagement opportunities, capturing a wider and more diverse customer voice, including the Gypsy Traveller Community (in partnership with Public Health and the NHS) and Care Leavers.

A Customer Panel approach was taken to involve tenants in the setting of KPI's for 2025/26. This resulted in changes to final recommendations made to the Council.

The Tenant Scrutiny Panel has commissioned its largest consultation exercise to date taking a deep dive into satisfaction with communal areas. In Q1, some 661 doors were knocked on and surveys left where tenants were out. The exercise has included officers, the CEO and Board Members.

Additional [transactional surveys](#) were introduced in April 2025 covering: Compliance (gas servicing, lift servicing and electrical tests), Major Adaptations and the New Tenant Experience. In Quarter 1 of this year, we heard from 2090 tenants through the transactional surveys. A quarterly update report is provided to BH Customer Services Committee. A range of further new/revised surveys will be introduced throughout the year covering: Damp and Mould, Communal Areas, Grounds Maintenance, Minor Adaptations and Lettings.

It is pleasing to note that in the first Wave of this year's TSM survey, 67% of tenants were satisfied that their views are listened to acted upon (up 5% on last year). Wave 2 is due to commence in October 2025. An Improvement Action Plan from the 2024 TSM surveys has been published on the Berneslai Homes website - [improvement plan](#).

Information about Landlord Services

Responding to customer feedback about accessibility to information for those tenants not online, a new printed [Tenant Handbook](#) has been produced (working with engaged tenants to develop it) to help tenants understand what to expect from their landlord, the range of services provided and how to access them. This has resulted in positive feedback via the new tenant survey.

Complaints

The Berneslai Homes [website](#) contains comprehensive and accessible information on the Complaints Policy, the HOS Landlord Report, the 2025 Self-Assessment against the HOS Complaint Handling Code, the response of Cllr Franklin as the Council's Member Responsible for Complaints and Rebecca Mather as Berneslai Homes Board Champion and Tenant Representative. The 2024/25 Housing Ombudsman Landlord Report demonstrates that we compare well to similar landlords in respect of HOS negative judgements.

Quarterly complaints performance reports are received by BH Customer Services Committee and the Council's Core Group and summary data is published on the [BH website](#). The [Annual report to tenants](#), developed in partnership with a tenant editorial panel, was approved by BH Customer Services Committee in July 2025 and endorsed by the Berneslai Homes Board in September 2025. The report contains a section on learning from feedback and complaints.

An Annual Report on complaints handling and learning was approved by the Berneslai Homes Board in May 2025 and BMBC cabinet in June 2025.

In 2024/25, 93% of Stage 1 and 98% of Stage 2 complaints were responded to in line with the HOS Code. At 44.5% satisfaction with complaint handling in the 2024 TSM survey, BH performance is in Housemark's Upper Quartile.

Customer Contact Centre

There is an Improvement Plan in delivery for the Call Centre, with performance in Quarter 2 2025/26 seeing significant improvements. In August 2025, 88% of calls were answered in target. Most importantly, there remains a consistently high satisfaction rate from customers.

Neighbourhoods and Communities Standard:

Anti-Social Behaviour:

A joint ASB Action Plan is in place which is monitored via the Consumer Standards Oversight Board and operationally. Individual ASB reporter risk assessments, action plans/contracts have been introduced.

The ASB Team is fully integrated across Berneslai Homes and the Council with a joint ASB Policy being developed. Officers are currently exploring the ASB UK Pledge – across the partnership to include South Yorkshire Police.

Improvements have been made regarding communicating ASB outcomes. Examples include:

- Via ASB Awareness Week, Hate Awareness Week, & Joint Action days between BMBC, Berneslai Homes and South Yorkshire Police. Outcomes also feature in the Annual Report to tenants.
- An enhanced partnership approach is being introduced through the Council's "Love Where You Live" campaign with high profile and well publicised actions in local communities.
- Training continues across the Partnership, most recently Mediation (which is now delivered, as required), SYP Hate Awareness, NIR (National Intelligence Reporting), and there are plans to roll out Stop Hate UK training to customer facing officers.
- Partners are signed up to Resolve UK.
- The Council is adopting Berneslai Homes' approach to the use of its ASB App and Respect Line to better integrate services and provide a seamless customer journey between the teams.

The ASB rate per 1000 properties in 2024/25 stood at 34.64, which represented a significant reduction on the previous year when the rate was 46.36.

ASB satisfaction rates, whilst still an area of focus, improved from 46% in Wave 1 of our TSM survey to 49.4% in Wave 2.

Tenancy Standard:

Tenure

In line with the recommendation made by the RSH, a review of the Tenancy Policy was undertaken to ensure compliance with the new consumer standards. The review was completed and the new [Tenancy Policy](#) approved by the Berneslai Homes Board in December 2024 and BMBC Cabinet in February 2025. The Tenancy Change Policy will be reviewed, with a target completion date of October 2026.

Mutual Exchange

In Quarters 3 and 4 of this year, Berneslai Homes will review the mutual exchange service offer.

Lettings

A mid-year presentation outlining the impact of the newly implemented policy has been shared with interested parties including an All-Members seminar and a Customer Panel. Year-end analysis (from 2024/25) has taken place, and a report will be presented to Cabinet in December 2025 outlining any negative impacts of the revised policy. The area of concern is the high proportion of lettings of family homes to Band 1 applicants, which is impacting on our ability to rehouse high priority Band 2 applicants (homelessness prevention and relief). A joint solution is being considered between Berneslai Homes and BMBC Housing Option's Team.

A Lettings Plan for 25/26 has been developed and published.

2) Strategic Work and Horizon Scanning:

Future of Council Housing:

The Council wishes to ensure the financial sustainability of the HRA and the continued provision of council housing within our borough and has already committed to the investment of £43m HRA funding during 2024-29 to invest in a New Build and Acquisition Programme. The programme will see c.220 new homes brought into the HRA to meet need. The focus of acquisitions/new build is on larger family homes, adapted/single level housing, smaller accommodation for single households and homes which provide general needs move-on which enable independent living – unblocking pathways across our children's and adult services, where appropriate.

Earlier this year, the Council commissioned Savill's to undertake a comprehensive review of Barnsley's Housing Revenue Account (HRA), its delivery model via Berneslai Homes (BH), and the borough's capacity for council housing growth.

As part of the commission, Savills conducted an extensive review of the Council's Housing Revenue Account (HRA), concluding that the HRA is well managed and that the integrity of the HRA ring-fence in place is strong. They further concluded that the overall structure for accountability and governance between the ALMO (as managing agent) and the Council (as landlord and client within the services agreement) is robust and that the council is well placed to maximise opportunities for investment in council housing growth, going forward, something we are working on regionally and with Homes England. However, the report is set against a backdrop of the significant pressures facing social housing and our HRA's, nationally, and the changing landscape of regulatory reform; alongside the opportunities being enabled within the Government's 5-point plan for future investment in social and affordable housing.

The Council is using the recommendations from the review, and work to review our R&M contract, to revise our 30-year HRA Business Plan, building in scenario planning around forthcoming requirements. The Council (with Berneslai Homes) has responded to the consultations on Decency and MEES and awaits the outcomes.

MEES – The Council has an accelerated EPC survey programme (alongside stock surveys) and has used SAVA to understand our investment requirements to reach EPC C on all stock by 2030 (requires £39m). A position statement on progress towards EPC C on all stock was presented to the Asset Board over summer. The council has accessed Warm Homes Social Housing Grant to support HRA investment, in the interim, and will be developing a Retrofit Strategy to achieve EPC C and low carbon, once there is further clarity on MEES requirements. A fabric first approach is supported by both the Council and Berneslai Homes, with smart tech as a secondary element over heating (air source).

Decent Homes 2 – The Council and Berneslai Homes are supportive of a revised Decent Homes Standard. However, **local and sector implications include:**

- Funding for social housing to meet new standards.
- £39m for MEES alone for Barnsley (EPC C by 2030).
- There is a risk of compliance challenges within stock & risk of increased properties failing (reputation with RSH/Tenant Expectations).
- Impact on Local Authority Housing Duties in enforcement.

Damp and Mould (Awaab's Law):

A new Damp and Mould policy was approved by Berneslai Homes Board at its meeting on 25th September 2025. Pennington Choices were commissioned to provide expert support with policy and mobilisation plan development. The damp and mould policy sets out a zero-tolerance approach to damp and mould, ensuring safe, warm and healthy homes. It reflects statutory timescales and requirements.

BH have amended its operational approach including:

- Developing annual inspections (via EPC surveys, stock condition, void checks).
- Proactive diagnosis and risk-based programmes.
- Audits every two years.
- New reporting and KPI framework in place for damp and mould, with EMT and Board oversight.
- Resident engagement strategy under development, with clear complaints and ADR pathways.
- Condensation, Damp and Mould awareness roadshows supported by social media campaign underway and linking in to #Safeguarding Awareness Week in November.
- Contractor and workforce competence checks built into procurement and contract management.

- Training programmes for staff on damp, mould, and disrepair in preparation for October including call centre colleagues and non-technical staff. Mandatory training for all front-line staff with 100 trained to date. Developing enhanced accredited training for specialist staff with the Property Care Association.
- Record-keeping improvements, including rollout of IT system for monitoring cases. NEC Damp and Mould module to be implemented by end of October.
- Reviewing Decant and No Access Policies and procedures including provision of a pool of Temporary Accommodation Properties.

Competency and Conduct – Our Consumer Oversight Board received a presentation on the new proposals at our meeting on 22nd September and we are aware of the recent direction on the new standard. Both the Council and Berneslai Homes are reviewing in scope posts and developing training plans, where these will be required. A new code of conduct for behaviours will be developed collaboratively with our engaged tenants. This work builds on the housing professional passport training that has been rolled out across Berneslai Homes over the last 12 months.

Partnerships – Berneslai Homes remain committed to working in partnership with the Council in delivering against our corporate priorities and are key stakeholders in supporting the Council's Pathways to Work and Great Childhood Ambition programmes, as well as the Love Where You Live Initiative.

Our assets / our homes

We know...



Total managed assets

Council owned stock
(17,807)
Leaseholders (354, 2%)



Houses

Houses (10,032, 58%),
Three beds (6,931, 39%)
Two beds (2800, 16%)
Bungalows (4642, 26%)
Flats (2992, 17%)



Attributes

743 blocks
31 shops
89% of homes are
mains gas
11% of homes are air
source, biomass,
ground source, other
electrical and solid
fuel



Designation

General needs (11,995,
67%)
With restrictions (5812,
33%)



Condition

15,602 homes EPC
surveyed (87.62%)
15,968 homes received
SCS (89.67%)
99.78% meet Barnsley
Homes Standard 2024/25



Age of stock

69% of homes were
built before 1965

Since August 2022, we've been working closely with Pennington Choices, to survey homes throughout Barnsley.

The information gathered is used to help us understand more about the properties we manage, providing up-to-date condition information. We use the information to maintain homes and buildings, identify any repairs, maintenance, and develop planned investment programmes.

Data: November 2025



Board factsheet December 2025

Building safety compliance



Asbestos safety

98.30%



Fire safety compliance

100%



Lift safety compliance

100%



Electric safety compliance (*)

99.96%



Gas safety compliance

100%



Water safety compliance

100%

Data: September 2025

(*) This is due to no access, which we're working on as a priority

Rent



- 98.90% collection rate
- 3.80% current tenant arrears

Data: October 2025

Repairs and maintenance



- 74.4% satisfaction with repairs (2024-25)
- 67.5% satisfaction with time taken to complete most recent repair (2024-25)
- 145 disrepair cases (18 November 2025)
- 132 condensation, damp and mould treatment inspections outstanding (18 November 2025)

Letting homes



3,668 Number of people on housing register

486 Number of let properties

Data: October 2025

Listening to tenants



43% Satisfaction with how we deal with complaints

39 Service improvements made to our service following tenant feedback since April 2023.

77% Satisfaction that we treat tenants fairly

60% Satisfaction that we listen to views and act upon them

64% Satisfaction that we keep tenants informed

(*) Currently being finalised for year end reporting

Managing estates



55%
Satisfaction with landlord making a positive contribution to neighbourhoods

47.6%
Satisfaction with landlord's approach to handling anti-social behaviour

61.7%
Satisfaction that communal areas are clean and well-maintained

Data: 2024-25



www.berneslaihomes.co.uk



Minutes of Berneslai Homes Board held 25th September 2025

4.00 p.m.
Gateway Plaza

Present:

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

In attendance

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

Observing

Sarah Clyde (SC)	Head of Strategic Housing BMBC
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	ACTION
<u>Item 1 – Apologies</u>	
Rebecca Mather, Sarah Tattersall - Board Members	
<u>Item 2 – Declarations of Interest</u>	
RF declared an interest in Item 5 (Board Succession Planning and Recruitment Update)	

<p><u>Item 3 – Tenants Voice – People of Barnsley – Getting to know tenants</u></p> <p>Video presented and received.</p>	
<p><u>Item 4 – Governance Update (including Annual Governance Statement)</u></p> <p>RT presented the report informing Board that it had been reviewed by the Audit and Risk Committee at their last meeting. A key aspect is the Annual Governance Statement which also covers the Modern Slavery Statement; which when approved will be uploaded onto BH website, demonstrating openness and transparency.</p> <p>Board noted the review of the Board Succession and Recruitment Policy and the Board Remuneration Policy. Attention was also drawn to the Board's responsibility for CEO recruitment. A time limited group, consisting of KT, JS and RF was proposed to oversee this process</p> <p>Board's attention was drawn to the DTP review, particularly the proposed changes to the Customer Services Committee which may not be in place until February 2026. Work is taking place on the development plans, based on the skills assessment and a report will be produced for the December Board meeting.</p> <p>Resolved:-</p> <ul style="list-style-type: none"> • Board approved the Annual Governance Statement and the associated appendices. • Board approved the formal 2 year review of the Board Succession and Recruitment Policy • Board approved the formal 2 year review of the Board Remuneration Policy • Board noted the progress of the DTP review and that the proposed change to the Customer Services Committee may not be in place until February 2026 • Board ratified the decision to appoint a time limited group to oversee the Chief Executive recruitment consisting of 3 Board members, Ken Taylor, Jo Sugden and Richard Fryer 	
<p><u>Item 5 – Board Succession Planning and Recruitment Update</u></p> <p>RT presented, advising that now Board have approved the Board Succession and Recruitment Policy, it will be applied.</p> <p>Board noted the SID, MJ is retiring in January 2026 – the proposal is to offer this role to existing Board members to increase the diversity of the Chairs group.</p> <p>MJ retiring creates a vacancy and this needs to be filled to replace the skills gap. Increasing the diversity of the Board is important and it is proposed the</p>	

<p>recruitment of this vacant Board member role is overseen by a working group. AH and JS volunteered to work with the Chair.</p> <p>The report also recommends to the Council the extension of RF's tenure by 1 year (RF confirmed his agreement) and asks for Board to approve the Chair's proposal, and in accordance with the policy, a three year extension for both Councillor KO, AH. KO and AH both confirmed their agreement to continuing.</p> <p>ST retires from the Board today and DL will be formally appointed at the AGM and commence his term of office as a Board member.</p> <p>At this point the Chair advised that discussions had taken place with the independent members regarding the Senior Independent Director role and based on these discussions, would like to offer the position to JS. JS accepted and thanked everyone for their confidence in her.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board approved the proposal to open the Senior Independent Director Role to Current Board Members. The role was offered and accepted by JS. 2. Board approved the proposal to create a Board Working Group to oversee the Recruitment of an Independent Board member. 3. Board recommended to the Council the extension of Richard Fryer's tenure by an additional year 4. Board approved the Chair's proposal of the three year extensions for Councillor Kevin Osborne and Adam Hutchinson. 5. Board noted the retirement of Sarah Tattersall and appointment of David Leech as a full Board member from the AGM 25th September 2025. 	
<p><u>Item 6 – Final BH Ltd Annual Accounts and Financial Statements 2024/25</u></p> <p>RT presented the company's final annual report and accounts for the year ending 31st March 2025, prepared in accordance with the Companies Act 2006.</p> <p>The Audit and Risk Committee at their meeting in August considered the draft audit letter and draft annual report and financial statements. BDO were in attendance at the Committee to discuss with members. The final report is attached, which has been amended since the Committee and has received a clean audit opinion.</p> <p>Board were referred to the Executive Summary which highlights the key financial results. RT also stated that the annual report and accounts focuses on both financial and non-financial information and will be available on Companies House website.</p>	

<p>The financial position, including the pension position, at the end of year is a £888K deficit. Excluding the pension provision, the financial position is a £566K surplus, this is very similar to the figures presented to the Board in May.</p> <p>AH as Chair of Audit and Risk Committee provided assurance confirming he had reviewed the subsequent changes and was happy to recommend to Board for approval. The report and accounts require sign off by the Chair and Chair of Audit and Risk Committee; before this is actioned he requested assurance that there was nothing else Board should be aware of that has changed since the final document was produced. RT confirmed there was no post balance sheet events or fraud that need to be disclosed.</p> <p>AH commended the Finance Team for producing a high quality report. The Chair asked that thanks be extended to the team</p> <p>Resolved:</p> <ul style="list-style-type: none"> • Board noted BDO LLP Audit Completion Report (Appendix A); • Board noted the 2024/25 financial results; • Board approved the 2024/25 Annual Report and Financial Statements (Appendix B); • Board approved the statements are signed by the Chair, Chair of the Audit & Risk Committee and Company Secretary; • Board approved the letter of representation (pages 22 – 24 (inclusive) of Appendix A) is signed, on behalf of the Board, by the Chair 	
<p><u>Item 7 – Quarterly Risk Update</u></p> <p>RT provided the overview. Board was asked to note that this had not been considered by the Audit and Risk Committee due to specific focus areas at their August meeting.</p> <p>Following the positive externally facilitated session undertaken by DTP with Board and EMT, information from discussions here was used to update the Risk Appetite Statement (Appendix B of the report).</p> <p>Board’s attention was drawn to the 2 new risk drivers discussed at the July session, Governance and Technological Innovation. However, due to the timeframes the Board did not get the chance to say what the appetite levels were and this still needs to be agreed. Board felt that good discussion did take place at the session and RF suggested with regard to governance, an ‘adverse’ appetite be agreed. On Technological Innovation he suggested a ‘balanced’ appetite be agreed, with the aspiration to move to open. Board members agreed with this suggestion.</p> <p>JS inquired about updates on data quality, particularly regarding the resource challenges. RT confirmed that progress is ongoing, with additional resources being allocated; however these need time to become fully effective. The recent addition of RTh is positive. Data quality remains a collective</p>	

<p>responsibility and while strategic leadership is essential the process is still evolving. RT is optimistic that future Board reports will reflect gradual improvement.</p> <p>PC raised concerns regarding the current framework used, specifically noting the limited number of mitigating actions, the overall number of actions and the absence of risk scoring. AGa explained that this model was recommended to BH by a Council officer and has been in use for several years. RT confirmed that a review of the framework is scheduled for the end of the financial year with findings to be reported to Board.</p> <p>MJ Referred to Asset Management moving to an operational risk which he feels is correct but to acknowledge that this can also have strategic impact – RTh to explore further. He made reference to the positive impact the introduction of the BH BMBC Asset Management Housing Board has had on active asset management of stock.</p> <p>AH referred to the very recent water issue and asked if the process followed was in accordance with the major incident plan. AGa confirmed.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board reviewed and commented on the Risk Management Quarterly Update. 2. Board reviewed and commented on the Strategic Risks. 3. Board reviewed, discussed and agreed the proposed refreshed Risk Appetite Statement 4. Board determined the risk appetite for the two new risk drivers (Governance and Technological Innovation). 	<p>RTh</p>
<p><u>Item 8 – Property Services Regulatory Update and Policies</u></p> <p>RTh presented the report and policies, highlighted the key points.</p> <p>Electrical safety – The Government is extending the five yearly EICRs to all social housing – BH are well placed as the majority of stock are already on a 5 year cycle. Remedial works completed within 28 day is a change that BH will have to respond to.</p> <p>Disrepair and damp and mould – Policies addressing disrepair, damp and mould have been updated to comply with Awaab’s Law and outlines how Berneslai Homes will respond. Adopting a zero tolerance approach is critical RTh stressed the importance of being mindful of HHSRS Cat 1’s and ad hoc reports. The team structure is under review to ensure BH can meet the increasing demand. MJ raised a query regarding whether the timescales for HHSRS Category 2 hazards align with Awaab’s Law. RTh confirmed that Category 1 hazards are assessed immediately, while Category 2’s must be responded to and addressed within a reasonable timeframe, reflecting their lower severity.</p>	

<p>RTh referred to the project plan in place advising that further gap analysis is also taking place in relation to Awaab's Law target dates, which was welcomed by Board.</p> <p>RTh brought to the attention of the meeting that a company have approached BH regarding a new solution for eradicating damp and mould spores, already trialled successfully in Scotland. The product is safe for use on both hard and soft surfaces and completely eliminates the DNA of the spores. This aligns with Regulation 12, supporting BH's responsibility to keep tenants safe by addressing the issue at its source. Board were interested in this solution and hopes it is successful. Caution needs to be taken however on how this is communicated.</p> <p>It was noted that there is no KPI in PRIP on disrepair and this needs to be considered.</p> <p>Board noted that the Damp and mould roadshows will continue to take place in the community and publicity has commenced. Staff training also continues and local members were briefed at their all member briefing session.</p> <p>Resolved:</p> <p>That Board review the report and approved the following:</p> <ul style="list-style-type: none"> • The approach to electrical safety • The Disrepair Policy • The Damp, Mould and Condensation Policy • Implementation Plan for Awaab's Law 	<p>RTh</p>
<p><u>Item 9 – Annual Report to Tenants</u></p> <p>DF presented the report highlighting the key points.</p> <p>It is a regulatory requirement under the Transparency, Influence and Accountability Standard for registered providers to provide tenants with accessible information about their landlord services. Although information is published on the website, key elements are presented in an annual report to ensure compliance with the Consumer Standards.</p> <p>The report has been prepared in collaboration with an editorial group of tenants, demonstrating good tenant engagement.</p> <p>The annual report was approved by Customer Services Committee in August, subject to their request for an introduction being added from Berneslai Homes, which has been actioned.</p> <p>The distribution plan was outlined. Particular reference was made to those people not online and proofs will be made available in libraries, community centres, independent living schemes etc. The tenant editorial group will be involved at the launch events in October.</p>	

<p>Board was pleased with the report, commending the use of case studies. It was noted that feedback is included on the TSM's and AH queried if there was an obligation to do this. DF advised that as perception survey results and TSM's are on the website, it is felt appropriate to include them in an accessible document and he is confident it is in the spirit of regulation, building on the work that has been done so far.</p> <p>Resolved:</p> <p>Board noted the latest Annual Report prior to publication in September 2025.</p>	
<p><u>Item 10.1 – Q1 Performance Report</u></p> <p>DF presented the report which has been considered by the Customer Services Committee at their August meeting</p> <p>Board noted the key area of strengths which is building safety, complaints handling response time, emergency and non-emergency repairs completed in target timescales and rent collection levels, particularly with the number of tenants migrating onto Universal Credit during this period.</p> <p>Areas of focus are void rent loss, sickness and proportion of call centre calls in time.</p> <p>With regard to sickness a positive impact has been seen as a result of the action plan put in place.</p> <p>The Call Centre, which has been a concern has shown notable improvement following the implementation of the action plan, with calls being answered more promptly. It is hoped this performance will be sustained over a period of time. JS questioned if this would be possible with the implementation of Awwab's law in October and other winter pressures. RF advised Customer Services Committee would be monitoring and he will provide an update at the next Board meeting. A query was raised in regard to the correlation between digital and telephone contacts. DF advised that telephone contact is primarily used for repairs, with the Call centre handling approximately 90,000 repairs calls annually. The overall volume of calls is decreasing, especially follow up calls, which suggests greater sustainability. A detailed report will be submitted to the October Audit and Risk Committee on the repairs system which will highlight the reduction in follow up cases. Additionally, operatives are now scheduling follow-up appointments before leaving tenants' homes, ensuring continuity.</p> <p>MJ observed RP01(1) and RP02(2) non-emergency repairs and Emergency Repairs completed within target timescale are in the green category, demonstrating right first time.</p> <p>RF reported that good discussion took place at the Customer Services Committee, their main focus was on complaints at Stage 2, which in some instances could have been avoided. He is pleased that training is taking</p>	<p>RF</p>

<p>place and stressed the importance of this being rolled out, giving time to embed, which hopefully will result in a reduction in Stage 2 complaints.</p> <p>The new DH standard was referenced. AGa confirmed that this will need to be implemented by 2035. We will be working with Council colleagues to model to financial implications linked to the stock condition data.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board considered quarter one performance. 2. Where performance targets were not achieved, Board were satisfied with the explanations provided and there are adequate controls and actions in place. 	
<p><u>Item 10.2 – Q1 PRIP Performance</u></p> <p>RTh presented the report emphasising the substantial progress achieved by both partners since the last quarter. The under-performance of PSRT on the percentage of appointments kept has been attributed to operatives arriving before the designated 8 a.m. start time – a factor not captured by the system. As a result it is recommended that the reporting mechanisms be reviewed to ensure greater accuracy.</p> <p>Additionally the proportion of recycled waste remains slightly below the target, presenting an ongoing challenge that requires further investigation. It was also noted that Wates subcontracting levels exceed the 25% target. MJ expressed concern regarding this issue. RTh agreed, indicating further analysis is necessary.</p> <p>RTh reassured the Board that appropriate measures are being implemented to address the identified areas of under-performance.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1. Board considered the Q1 2025/25 PRIP Performance Report update summary report. 2. Where PRIP performance targets have not been achieved, Board was satisfied with the explanations provided and there are adequate controls and actions in place. 3. Board did not identify any areas where they feel more detailed consideration is required by Customer Services Committee on any customer focussed KPIs. 	RTh

<p><u>Item 10.3 - Q1 Building Safety Compliance Scorecard</u></p> <p>RTh provided an update on the performance of BH in delivering key services as set out in the Building Safety Scorecard in quarter 1.</p> <p>Compliance remains good on the 7 key compliance areas.</p> <p>The completion rate for sump pump checks stands at 47.75%. For context, Board noted that there are 67 across the borough, with 35 checks outstanding. As a result, the overall risk is considered low and there is no statutory requirement to service these units.</p> <p>Resolved:</p> <p>Board noted the Q1 Building Safety Compliance Scorecard.</p>	
<p><u>Item 11 BH Annual Business Action Plan Update</u></p> <p>RT presented the report, highlighting the key points with regard to the progress against the BH action plan contained in section 4.3 of the report. One of the key actions is the Property Services restructure, which has been subject to delays. The Chair expressed his concern about the moral of the teams and how this is being monitored. AGa advised that all Managers have been briefed and an update given to all affected.</p> <p>Resolved:</p> <p>Board noted and commented on the year end update of progress against the Annual Business Action Plan 25/26 quarter one.</p>	
<p><u>Item 12 – Resource Information Paper</u></p> <p><u>12.1 Board Fact Sheet</u></p> <p>Resolved:</p> <p>The Fact Sheet was noted</p>	