

BCHA Annual Governance Statement

For the year ending 31 March 2026.

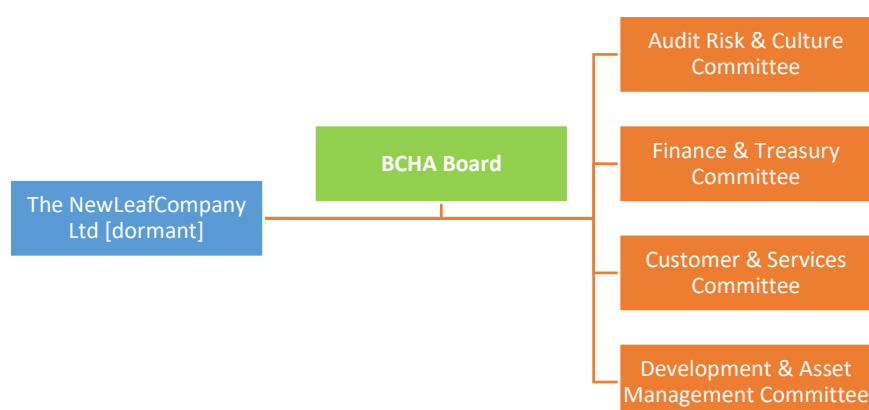
About BCHA

BCHA is a registered provider of social housing working across southern England managing 1425 homes for individuals and families in housing or social need. We are a landlord as well as providing support, health and employability services to customers in our homes and the wider community.

BCHA is led by a Board which comprises 12 members. Whilst serving in a voluntary, non-executive capacity, Board members possess a balance of skills and experience from public and private sectors. The Executive Team (ET) comprises the Chief Executive, 4 Directors, and the Company Secretary.

BCHA is the Parent organisation for one s subsidiary – The New Leaf Company (a social enterprise company) which is currently dormant.

BCHA's Board delegates detailed scrutiny in key areas of its business to sub-committees and has a direct link with customers through engagement with the Customer Steering Group. The new Committee structure from July 2026 is set out below:



Corporate Governance

Corporate Governance is the system by which organisations are directed and controlled (Cadbury Committee, 1992). Successful organisations are ones which are governed well, and the cornerstone of effective governance is an effective board. BCHA is committed to high standards of governance and seeks to ensure this through:

- Compliance with the Regulator of Social Housing's Governance & Financial Viability Standard (which we are obliged to adhere to as BCHA is a Registered Provider of Social Housing). <https://www.gov.uk/guidance/regulatory-standards>
- Compliance with the with the National Housing Federation Code of Governance, voluntarily adopted, which is common to many social landlords (and which our subsidiaries have adopted too). <https://www.housing.org.uk/resource-library/browse/code-of-governance/>
- A single Business Planning, Risk and Internal Control Framework, an internal quality mechanism, enabling BCHA to work effectively across 17 business effectiveness principles.

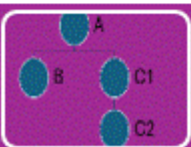
Governance Framework

We have developed a Governance Framework, a comprehensive set of procedures that aims to create a consistent approach to Governance across the Group. The Governance Framework enables each entity in the Group to establish governance processes which are relevant to each organisation's circumstances. The objectives of this Framework include:

- Aligning processes with organisational constitutions
- Translating the principles of the Code of Governance into formalised and transparent processes
- Ensuring compliance with group-wide regulatory standards

Internal Self-Assessment

We have undertaken the following internal governance-related reviews for the year ending 2025/6:

	GOVERNANCE & FINANCIAL VIABILITY STANDARD •The BCHA Board considers that it fully complies with the Standard
	CODE OF GOVERNANCE •The BCHA Board considers that it fully complies with the Code
	ANNUAL REVIEW OF INTERNAL CONTROLS •The BCHA Board has reviewed its Business Planning, Risk & Internal Controls Framework and considers this effective. 11 of the 17 principles in the Framework are judged "strong", 5 as "moderate to strong" and 1 as "moderate".
	GROUP STRUCTURE The Board reviewed its group structure in year, noting one subsidiary would be leaving the Group and another will remain dormant.

In addition, each year the following also take place:

- The Board and Committees review their own effectiveness
- The Board holds two away days to consider elements of the business strategy
- The Board reviews committee membership and board skills
- The Audit, Risk & Culture Committee reviews probity matters
- The Board agrees a training plan and identifies topics for Board away days
- The Board reviews the Governance Framework and subsidiary governance
- The Audit, Risk & Culture Committee reviews the Group Financial Regulations and strategic risks
- All Boards and Committees review their Terms of Reference

External Assessment

External assurance concerning governance quality in the reporting year:

1. As part of our annual Internal Audit Plan, Beever & Struthers LLP issued a year-end report of audit activity stating there is a "reasonable level of assurance that there is an effective framework of governance risk management and control at BCHA." Actions identified in the

audits are being addressed by management and are monitored closely by the Audit, Risk & Culture Committee to ensure timely closure.

2. Our external auditors, **Crowe UK LLP**, have signed off an unqualified audit of our Financial Statements for the year 2025-26.

Fitness for Purpose

Internal assessments confirm effective governance arrangements in place within the Group.

We have evidenced good value for money in governance arrangements by utilising board member expertise to support officers through “Task Groups” (which report back to the Board after having explored single or cyclical issues). We also make significant use of virtual meeting technology including a cloud-hosted portal to administer board and committee meetings.

Material Governance Activity – Completed and Planned

Completed Actions	Lead	Comments
Recruit to vacancy on the Board	Company Secretary	Completed Nov 2025
Develop and progress an action plan arising from any recommendations of RSH regulatory assessment	Chair & Chief Executive	Plan completed Nov 2025 and engagement with Regulator will take place over 2026 on progress
Publish ESG report (against Sustainability Reporting Standard) for 2024-25	Company Secretary	Completed in pilot form Dec 2025
Review Committee structure to align to business and regulatory needs	Chief Executive and Chair	Completed with Board approval of new structure Feb 2026
Prepare for and complete voluntary demerger of Salisbury Trust for the Homeless to a larger local charity	Chief Executive & Company Secretary	Completed March 2026
Closure of shareholding membership to the public	Board	Completed February 2026

Planned Actions	Lead	Timescale
Recruit to vacancy on the Board	Company Secretary	By Nov 2026
Implement new committee structure	Company Secretary	All committees to have met by end Oct 2026
Prepare for external Governance Review	Company Secretary	By May 2027
Launch Social Housing Access to information transparency Requirements	Company Secretary	By Mar 2027

We will report back on these planned actions in next year’s statement.