



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION**

BOARD MEETING

AGENDA AND PAPERS

Thursday 28th November 2024 at 6.00pm

Refreshments from 5.30pm

**BITMOs GATE
Aberfield Gate
Belle Isle
(With Teams Available)**

Notes:

Relevant confidentiality

- Part A of the Board meeting and related papers are open to the public
- Part B is reserved for matters confidential to the Board

Board members who wish to discuss any area of the board papers that requires further information or clarification are welcome to contact Deborah Kelly (CEO) via Karen Hoole 0113 378 2182

FULL BOARD MEETING

Meeting to be held on
Thursday 28th November 2024
at BITMOs GATE at 6.00pm
(With online access available)

Sandwiches from 5.30pm

*WOULD BOARD MEMBERS PLEASE PASS ANY ITEMS FOR 'ANY OTHER BUSINESS' TO THE CHAIR
BEFORE THE START OF THE MEETING*

Part A – Public Agenda Items

- Apologies
- Questions from the public
- Issues raised by Board members for the agenda

Presentations:

- (i) Fruitworks nursery presentation (re Part B)
- (ii) Parkside Hub project (re Part B)
- (iii) Bitesize training – refer item 4 below.

Meeting items:

1. Minutes and Matters Arising from the Board meeting held 10th October 2024 (page 5 & Appendix 1, page 57)
2. Operational report (page 7 & Appendices 2 & 3, pages 66 & 70)
3. Asset Management plan (page 12)
4. Tenant Engagement and Influence (page 26)
5. Tenant Engagement and Consultation Policy (page 32)
6. Finance Committee reports (page 38)
7. Safeguarding and Complaints monitoring (page 42)
8. Digital Service Offer (page 49)
9. Board Forward Plan – meeting details (page 53)
10. Any other business (page 56)

Part B – Confidential Items (Part B papers - separately enclosed)

BITMO Board meeting 28th November 2024 Executive Summary

Agenda item	Topic	Why is this important	What can BITMO do as a result	What are the Board being asked to do
Presentation items	- Fruitworks Nursery - Parkside Hub - Bitesize training: Policy reviews – pests and gardens.	Opportunities to engage, develop, promote, learn and feedback.	Enhance good governance	Take part and contribute to policy reviews.
Operating reports	Operational update - Performance - Task & Finish Groups.	Performance data provides insight into the quality of service we provide Task & Finish Groups focus on consumer standards and governance.	Continue to improve Board control and impact of decision making.	Discuss and advise.
Asset Management plan	Mapping required capital spend in the medium term.	It provides information about the investment needed in our homes	Make decisions about spending	Agree a capital investment pathway.
Consultation and Engagement	Tenant Engagement and Influence Consultation & Engagement Policy.	Vital for meeting new consumer standards.	Make sure decisions are linked to expressed tenant priorities	Contribute thoughts on each area of engagement . Agree policy.
Finance Committee reports	- Revenue accounts - Capital accounts	Review the findings and recommendations of the Committee.	Continue to oversee and monitor financial stewardship of the organisation	Agree any recommendations of the Finance Committee.
Monitoring: Safeguarding and Complaints	Periodic overview.	Two crucial areas for close monitoring.	Continue to monitor and learn.	Review and accept reports.
Board forward plan	To agree meeting and development event dates.	Required for good governance.	To ensure that business is carried out correctly and to aid development of Board skills and experience.	Discuss and agree the forward plan.

Part A – Public Agenda Items

Apologies: To be reported at the meeting.

Questions from the Public: All BITMO Board meetings are open to the public. This part of the meeting is set aside for questions to the Board from the public. Time and venue of Board meetings are advertised on the web site. Minutes from previous meetings are also available on the web site.

Issues raised by Board members: If Board members have issues that they wish to raise that are not included on the agenda these should be discussed with the Chair **before** the meeting starts.

1. Minutes and Matters Arising

In this part of the meeting the Board will consider the minutes and matters arising from the **Full Board Meeting held on 10th October 2024 (Appendix 1)**. The table below details updates on items not dealt with elsewhere on the agenda.

Full Board 10th October 2024

Item	Update
Belle Isle Green Spaces.	Belle Isle Circus lighting – lighting work is now complete. Community Committee funding was agreed for recommencement of the work following earlier damage through vandalism.
Lift Off charity	Charity registered, number 1208725. Bank account being established and bank being chased for completion. Draft fundraising application constructed with local fundraiser. Proposal for a trial 20 hours to be paid for via seed funding.
Local tree nursery	Detailed proposal awaited from Fruitworks. Delay in submission and so the plan will need to be considered at the January Board meeting.
TSM low response items	Board previously queried the low number of respondents for some questions in the Tenant Satisfaction Measures survey. This is because some questions are only asked via the online survey which constitutes 20% of the sample. They are supplementary (non TSM) questions and it is felt that their inclusion in the phone survey would be detrimental to response rates.
Safeguarding	Details of any impact of covid lockdown on safeguarding referrals is reported on below.

Recommendation:

Board is asked to APPROVE the minutes and discuss any matters arising.

Notes:

2. Operational Report

BITMO



Board of Management Report

Meeting Date: 28th November 2024

Report Title: Operational Report

Author(s): Deborah Kelly

For Information/ ~~Decision/~~ Discussion

Executive Summary:

The report provides an update to the Board on matters of relevance to the running of BITMO not covered elsewhere on the agenda. Specifically it presents an overview of the Board Strategy Away Day, progress being made by the task and finish groups a review of KPI performance, and an update of progress being made in relation to the consumer standards improvement plan.

Recommendations:

Board is asked to note and comment on the report. .

Equality Diversity and Inclusion

We are unable to evidence any issues around equality. This is an area that LCC are looking into developing as part of their preparations to fully comply with the standards.

Regulatory Framework:

The Safety and Quality Standard	✓	The Tenancy Standard	
The Neighbourhood and Community Standard		Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures Standard	✓	The Rent standard	

The KPI report gives information concerning the safety and quality standard and the Tenant Satisfaction measures are provided.

Board Strategy Away Day

The Board met at the Queens Hotel on 26th October. Items for discussion were the direction of the organisation for the next five years, and whether there is a need for a shift in focus to take account of the changed operating environment. Board discussed options around growth and re-confirmed willingness to consider growth in terms of taking on management of additional areas, and developing income generating services. The potential income generating services discussed were:

- EV charging
- Financial inclusion services
- Handyman services
- Caretaking services

The Board took the view that we need to have strong levels of assurance around our current performance before seeking to expand our activities. To this end a revised system of internal controls will be put in place, and a quantitative report on the achievements and impact of the current five-year plan will be produced for consideration by the Board in March 2025.

The Risk map was reviewed in detail and will be revised and brought to the board meeting in March 2025. Consideration of the revised risk map, and the achievements in the last five years, when considered in the context of tenant priorities will support development of a new five-year plan.

A task and finish group of board members and staff is to be established to propose an amended vision and objectives for the organisation based on the discussion had by the board around the importance of investing in people homes, helping people to achieve their potential and being community led.

Task and Finish Groups

There are currently two task and finish groups in place. One is taking forward the recommendations from the governance review carried out at the request of LCC. The other is focused on the consumer standards improvement plan. The work of the former is continuing. It is expected that it will conclude its work in Spring 2025 when we expect to bring an amended constitution to a special general meeting at which we will revise our rules and elect new board and committee members based on profiles designed around the requirements of each role.

The work of the consumer standards task and finish group is concluded as an improvement plan is now in place, and progress in relation to it is being reported to the board as “business as usual”.

Business Performance

The comprehensive schedule of KPIs was considered in detail at the finance subcommittee. A sub set of this is presented for consideration by the board (Appendix 3). Board members will recall that one of the recommendations in the governance review was that a significantly reduced number of

KPIs should be presented to the board in order to allow it to focus on key issues, tenant engagement and strategy rather than become bogged down in operational detail that is time consuming and adequately addressed by the management team. The full set of KPI information was previously distributed to Board members in the Finance Committee papers.

The Tenant Satisfaction Measures shown below provide a comparison between LCC overall results and results in Belle Isle. We have identified a flaw in the research methodology, in that the researchers when asking the questions are asking tenants what their experience of LCC is, rather than their experience of BITMO. We do not know what impact this will have on the results but it is obviously preferable that the questions are asked the correct way.

Notwithstanding the error, the results in Belle Isle are typically more positive than in Leeds generally, apart from in relation to ASB for the current year.

TSM's	Quarters 1-3 2024-25		Quarters 1-7 from comm'nt	
	Leeds City Council	BITMO	Leeds City Council	BITMO
Overall Satisfaction	65%	73%	66%	72%
Well Maintained Home	68%	71%	67%	74%
Safe Home	71%	79%	73%	79%
Repairs Last 12 Months	70%	81%	70%	79%
Time Taken Repairs	68%	80%	67%	76%
Communal Areas	61%	62%	63%	72%
Neighbourhood Contribution	59%	72%	59%	74%
Approach to ASB	51%	49%	52%	53%
Safety in neighbourhood	59%	67%	61%	62%
Neighbourhood Appearance	51%	54%	55%	57%
Listens & Acts	54%	64%	55%	63%
Kept Informed	67%	77%	67%	75%
Fairly & with Respect	73%	78%	73%	79%
Complaints Handling	26%	38%	28%	32%
Easy to Deal With	65%	77%	65%	75%
Friendly Approachable	51%	68%	58%	64%
Advice & Support	43%	62%	47%	58%
Good Reputation	35%	57%	36%	55%
Rent VFM	52%	69%	61%	67%

Quarters 1-3 relate to the period from 1.4.24 to date. Quarters 1-7 are cumulative results from 1.4.23 onwards and give a higher number of responses and so lower margin of potential error.

KPI performance

Ref: Appendix 3

The number of repairs jobs completed in accordance with contractual timescales is calculated as 93.80%, which although below target is very strong. Satisfaction with repairs completed is below target at 79%. We recently carried out some customer engagement around the repairs service and the main issue identified as causing dissatisfaction is the number of visits needed to correctly identify and rectify the fault. We are trying to find out if we can present comparator information from Hunslet Middleton and Beeston to provide additional context.

We currently have 16 properties that have a gas supply but do not have a current gas safety certificate. We have 48 properties where the gas has been capped off either by the utility provider because of debt or as a result of obtaining a warrant because the tenant has not provided access to complete a gas safety inspection. We are making strenuous efforts to contact this group of tenants to get their supply reinstated.

Income collection remains very strong. We are the best performing area in Leeds in terms of both income collected, and the level of debt owed. We have held this position for most of the year.

Void relet time is above target by 8.44 days, but still significantly better than the rest of Leeds. Our relet time is reducing steadily as a result of the decisions made about how work is allocated within the team. Local areas Middleton and Hunslet have void relet times of 66.22 days and 64.71 days respectively compared to 36.44 for BITMO.

Regular tenancy contact is a priority for LCC. It provides a means to understand any vulnerabilities within a household and provide support, and to assess the condition of the property, and any tenancy agreement breaches. We are significantly behind target in completing annual tenancy contacts, but have put a plan in place to recover the situation. The most recent postholder has left the organisation, and we are seeking to recruit a small team of temporary staff to carry out the work by year end. The quality of these visits is crucial to the provision of support and we are intending to raise the standard of the work done via this team.

Indicators that relate to governance and the effectiveness of the board show a mixed picture. Levels of attendance at Board meetings and participation in training and development remain a concern. The work being carried out by the governance task and finish group is addressing this.

Consumer Standards

An improvement plan is in place to strengthen our compliance with the consumer standards and progress against it is reported to Leeds through their Housing Regulation steering group. We are currently working on and making most progress in relation to the Transparency Influence and accountability standard which requires that tenants have clear information about the service standards in place, have the information they need and the ability to influence service delivery and hold the landlord to account for deficiencies in service delivery. Toward compliance with this standard we are producing service information, carrying out tenant consultation to understand awareness of services, and to seek input into service design. The results of tenant engagement are presented elsewhere on this agenda.

Board Action Log

Log is detailed per Appendix 2.

Recommendation:

Board is asked to NOTE and ACCEPT the report.

Notes:

3. Asset Management Plan

BITMO

Board of Management Report

Meeting Date: 28th November 2024

Report Title: Asset management plan

Author(s): Deborah Kelly

For Information/~~Decision~~/Discussion

Executive Summary:

The draft asset management plan provides crucial information about the investment needs of the stock. It requires further development to produce an investment plan that we can publicise across the estate and get tenant feedback on. The investment needs of the stock exceed the funding available and so the role of board in prioritising spend is very important.

Recommendations:

Board are asked to discuss the investment needs of the stock and provide direction regarding priorities.

Equality Diversity and Inclusion

We are unable to evidence any issues around equality. This is an area that LCC are looking into developing as part of their preparations to fully comply with the standards.

Regulatory Framework:

The Safety and Quality Standard	✓	The Tenancy Standard	
The Neighbourhood and Community Standard		Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures Standard	✓	The Rent standard	

Investment decisions related directly to the safety and quality standard. Having an asset management plan allows us to Be transparent about the way in which we make decisions and be held accountable for delivering the programme of Investment.

Introduction

This draft asset management plan is the start of putting in place a long term investment plan to ensure that BITMO homes meet the Decent Homes Standard and comply with all building safety regulations. It also supports transparency, influence and accountability.

The current Decent Homes Standard:

<https://www.gov.uk/government/publications/a-decent-home-definition-and-guidance>

Is currently under review:

<https://www.gov.uk/guidance/decent-homes-standard-review#the-review>

Detail

Asset Management Plan (DRAFT)

Purpose

The purpose of the Asset Management Plan is to create a clear framework within which the brick-and-mortar assets managed by BITMO on behalf of Leeds City Council are managed to achieve the Decent Homes Standard, compliance with all health and safety requirements and the consumer standards in the social housing regulatory framework. It is also intended to support the local authority's strategic priorities of health and wellbeing and the climate emergency.

Scope

The asset management plan incorporates data and plans in relation to stock condition, investment needs, gas safety, electrical periodic inspections, water safety, fire safety, the decent homes standard and damp and mould and thermal efficiency. It covers the procurement approach we use, and the ambition to reduce our carbon emissions.

Responsibilities

The Board are responsible for making decisions about investment, monitoring investment plans and expenditure and obtaining assurance that all statutory and regulatory standards are being met.

The Head of Repairs is responsible for drawing up plans and implementing them in line with the requirements of building safety legislation, this plan and the direction set by the Board.

Stock condition data.

We currently hold 55% stock condition data. We aim to have close to 100% stock condition data by June 2025 and to use that data to shape investment programmes. Investment decisions made by the Board need to be informed by stock condition data. The need to maintain the quality of the housing stock is primary. However, customer preferences are also important. The investment costs identified by the stock condition survey exceed the funds available and prioritising decisions need to be made.

Our housing stock covers a wide range of properties giving tenants the maximum opportunity to find a home that fits their needs.

Table 1 Stock profile by age and property type

Property Type	Count of Property Type	% of Property Type
1 Bed Bung 1945-1964	36	1.96%
1 Bed Bung Post 1974	28	1.53%
1 Bed Flat 1945-1964	401	21.86%
1 Bed Flat 1965-1974	58	3.16%
1 Bed Flat Pre 1945	14	0.76%
1 Bed House 1945-1964	10	0.55%
1 Bed House Pre 1945	1	0.05%
2 Bed Flat 1945-1964	109	5.94%
2 Bed Flat Post 1974	7	0.38%
2 Bed House 1945-1964	413	22.52%
2 Bed House 1965-1974	64	3.49%
2 Bed House Post 1974	14	0.76%
2 Bed House Pre 1945	133	7.25%
3 Bed Flat 1945-1964	2	0.11%
3 Bed House 1945-1964	263	14.34%
3 Bed House 1965-1974	55	3.00%
3 Bed House Post 1974	6	0.33%
3 Bed House Pre 1945	80	4.36%
4 Bed House 1945-1964	85	4.63%
4 Bed House 1965-1974	2	0.11%
4 Bed House Post 1974	3	0.16%
4 Bed House Pre 1945	43	2.34%
Community Centre	1	0.05%
Low/Med Rise Block 1945-1964	6	0.33%
Grand Total	1834	100.00%

Energy Efficiency

We complete an energy performance review when a property becomes void or there is a specific request to have one completed. We have information in relation to 9.18 % of our stock which achieves EPC band C, D & E. We aim to achieve 100% data by 2030. We have trained a staff member to complete the EPC assessments. The staff member has been tasked with completing 14 surveys by the end of 2024, and then a full programme for the next 4 years will be put in place and any recommendations for improvement in the EPC rating will be carried out before 2030. We aim to increase overall energy efficiency so that all properties achieve a minimum of Band C by 2030, in line with LCC's target. At this stage we do not know the cost implications of this.

Table 2 Number of properties with EPC Assessments and outcomes

Rating	No of Properties
C	150
D	14
E	3
Total	167

Building Safety

The Building Safety Act and the Consumer Standards within the social housing regulatory framework establish the requirements for landlords to provide homes that are safe, comply with all legislative and regulatory requirements.

BITMO is currently outside the scope of the Building Safety Act because we do not have multi storey blocks of flats in our portfolio, but the principles of the Act should be applied to all buildings as a matter of best practice. We manage compliance risks by having in place robust arrangements for procurement, inspection, testing, maintenance, record keeping and reporting in relation to fire safety, electrical safety, asbestos, water, gas, and lifting equipment. We commit to internal quality assurance activity and annual audit of these arrangements.

Table 3 Means of managing risks associated with each compliance area

<p>Fire safety:</p> <ol style="list-style-type: none"> 1. Fire risk assessments. 2. Testing and servicing of fire alarm and detection equipment and emergency lighting 3. Safe management of areas. Appointment of responsible person. 4. Evacuation procedures 5. Implementation of improvement plans 	<p>Water hygiene:</p> <ol style="list-style-type: none"> 1. Legionella risk assessments of water systems in managed areas 2. Water treatment testing where required. 3. Implementation of remedial work
<p>Gas safety</p> <ol style="list-style-type: none"> 1. Periodic annual testing of gas installations 2. Implementation of remedial work 	<p>Electrical safety</p> <ol style="list-style-type: none"> 1. Periodic testing 2. Implementation of remedial work
<p>Asbestos management</p> <ol style="list-style-type: none"> 1. Manage asbestos in a safe manner. 2. Asbestos risk assessment 3. Asbestos removal 	<p>Lifting appliances (passenger lifts, stairlifts, hoists, through floor lifts)</p> <ol style="list-style-type: none"> 1. Periodic servicing and testing of lifting equipment.
<p>Damp and Mould</p> <ol style="list-style-type: none"> 1. Inspect and diagnose root cause 2. tailored advice and information. 3. Rectify building defects. 	

Table 4 Assets managed under the compliance regulations

Risk area	Regulation	Detail	Assets covered
Fire	RRFSO 2005	<p>BITMO will discharge its duty under RRFSO 2005 to carry out Fire Risk Assessments of managed areas and engage competent persons to maintain passive and active fire precautions. It will comply with British Standards for Fire Risk Assessments via the PAS 79 methodology.</p> <p>Fire Risk Assessments (FRAs) will be carried out 3 yearly by a 3rd party accredited organisation. Desk top reviews will be carried out annually by BITMO staff who are suitably qualified to do so.</p> <p>BITMO will maintain a Golden Thread of information on its Keystone Asset Management system in regard to specifying, procuring, recording, and certifying all fire protection, prevention, and mitigation arrangements.</p> <p>BITMO will communicate the outcomes of the FRAs to all affected occupiers and will explain what the appropriate evacuation policy is for each location.</p>	156 Low/Med Rise Blocks
Gas	Gas Installation and Use Regulations	BITMO will discharge its duty under the general Health and Safety at Work Legislation and the Gas Installation and Use Regulations to carry out annual Landlords Gas Safety Checks of all gas appliances, pipework flues and ventilation.	1767 properties with a gas supply
Asbestos	Control of Asbestos Regulations 2012	BITMO will discharge its duties under the Control of Asbestos Regulations 2012 to carry out risk assessments, develop an asbestos management plan and train staff to be competent to recognise asbestos and take the correct action in arranging its management or removal.	All 1834 Properties
Water	ACOP L8	BITMO will discharge its duty under the general Health and Safety at Work Legislation and the Approved Code of Practice Legionnaires Disease: The control of legionella bacteria in water systems (ACOP L8) to carry out risk assessments and carry out regular flushing and testing of water systems in accordance with the risk assessments.	5 Properties
Electric	Occupiers Liability Act and 18 th edition of the wiring	BITMO will discharge its duties in accordance with the 19 th edition of the Electrical Safety Standards in the Private Rented Sector (England) 2020, the Occupiers Liability Act, RRFSO 2005 and Portable Appliance XXX	All 1834 Properties

	regulations under the Electrical Safety Standards in The Private Rented Sector (England) 2020.	BITMO will operate a five-year programme of periodic electrical tests across its stock.	
Lifting	Section 3 of the Health & Safety at Work etc Act 1974	BITMO does not have any communal lifts in the stock	
Damp and Mould			All 1834 Properties

Table 5 Contracts in place to manage compliance areas

Risk area	Contract	Contract dates
Fire	No contract, risk assessment and inspections carried out 3 yearly by accredited 3 rd party.	
Gas	Sayes	
Asbestos	MCP Environmental Ltd	
Water	SLA with Leeds Building Services	
Electric	SLA with Leeds Building Services	
Lifting	SLA with Leeds Building Services	

Stock investment requirements

Table 6 Component replacement lifespans

Stock Component	Replacement Interval
Bathroom	40 Years
Back Door	30 Years
Front Door	30 Years
Side Door	30 Years
Fixed Wiring	30 Years
Boiler Type	15 Years
Type of Heating	40 Years
Kitchen	30 Years
Chimney	30 Years
Roof Covering	50 Years
Rainwater Goods	30 Years
Wall Surface	60 Years
Window	30 Years

Table 7 Total cost of investment that is needed over the next 25 years.

	Years 1 - 5	Years 6 - 10	Years 11 - 15	Years 16 - 20	Years 21 - 25
Component Replacement Costs	£9,092,486.04	£8,465,713.60	£9,328,275.20	£9,260,667.36	£10,842,446.70
Annual cost	£1.9m	£1.7m	£1.9m	£1.9m	£2.1m

Table 8 Year by year component replacement requirements over 10 years

Row Labels	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Grand Total
Back Door				11	1	2	1	10	1	1	27
Balcony Door				13	1	1	1	1			17
Bathroom	4	4	1	3	7	8		7	3	14	51
Boiler Type	8	41	83	121	223	76	137	111	142	133	1075
Cavity Wall Insulation	31										31
Chimney	2	17	13	18	65	20	7	24	24	33	223
Domestic Heat Detectors				3		2			6		11
Door To Main Entrance			17	3	6		2		4	4	36
Door to Second Entrance			15			1					16
Emergency Lighting								15			15
Fascia's & Soffits					2				4	3	9
Fixed Wiring	44	5	6	66	118	29	16	1	612	5	902
Front Door	1			10		3		5	1	7	27
Kitchen	10	18	2	94	24	8	2	5	5	33	201
Loft Insulation	785										785
Roof Covering	4	23	17	19	98	59	31	32	44	47	374
Outbuilding Window				1							1
Rainwater Goods	1	11	5	142	58	162	118	35	38	72	642
Shower Cubicle	1	1	1								3
Side Door	3	2		83	5	10	1	6	3	3	116
Smoke Detectors	51	9	33	38	106	32	8	2	6		285
Wall Surface	50	14		3	4	66	72	65	72	121	467
Window	4	3	2	166	11	64	2	16		30	298
Grand Total	999	148	195	799	729	543	398	335	965	506	5617

The information is taken from Keystone, which holds 55% data. This shows the components as they are due to be replaced. The figures highlighted yellow show anomalies which need to be reconciled. This profile is not smoothed out and would yield highly variable investment levels each year.

Table 9 Costs for component replacement per year for 10 years.

Component	Grand Total	10 Year Total
Back Door	29	£17,171.48
Balcony Door	17	£9,657.02
Bathroom	54	£270,000.00
Boiler Type	1262	£2,271,600.00
Cavity Wall Insulation	31	£0.00
Chimney	230	£545,560.00
Domestic Heat Detectors	11	£1,133.88
Door To Main Entrance	44	£52,800.00
Door to Second Entrance	16	£19,200.00
Emergency Lighting	15	£2,778.90
Fascia's & Soffits	9	£6,480.00
Fixed Wiring	1213	£4,245,500.00
Front Door	34	£19,314.04
Kitchen	536	£3,752,000.00
Loft Insulation	785	£392,500.00
Roof Covering	415	£6,426,000.00
Outbuilding Window	1	£300.00
Rainwater Goods	647	£176,111.00
Shower Cubicle	3	£1,350.00
Side Door	134	£69,303.32
Smoke Detectors	285	£149,340.00
Wall Surface	524	£1,287,900.00
Window	316	£1,296,000.00
Grand Total	6611	£21,034,499.64

The table below shows an investment profile based on smoothing so that the level of investment is the same for the next ten years, making the financial planning more streamlined and efficient.

Table 10 Component replacement smoothed over 10 years

Components	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Grand Total
Back Door	29										29
Balcony Door	5	5	5	2							17
Bathroom	10	10	10	10	10	4					54
Boiler Type	128	126	126	126	126	126	126	126	126	126	1262
Cavity Wall Insulation	31										31
Chimney	23	23	23	23	23	23	23	23	23	23	230
Domestic Heat Detectors	11										11
Door To Main Entrance	10	10	10	14							44
Door to Second Entrance	16										16
Emergency Lighting	15										15
Fascia's & Soffits	9										9
Fixed Wiring	124	121	121	121	121	121	121	121	121	121	1213
Front Door	34										34
Kitchen	59	53	53	53	53	53	53	53	53	53	536
Loft Insulation	80	80	79	78	78	78	78	78	78	78	785
Main Roof Covering	38	38	38	38	38	38	38	38	37	37	378
Outbuilding Window	1										1
Rainwater Goods	60	60	60	60	59	58	58	58	58	58	589
Shower Cubicle	3										3
Side Door	14	12	12	12	12	12	12	12	12	12	122
Smoke Detectors	30	30	30	30	30	30	30	30	25	20	285
Wall Surface	48	48	48	48	48	48	48	47	47	47	477
Window	30	30	30	30	28	28	28	28	28	28	288
Grand Total	808	646	645	650	626	619	615	614	608	603	6434

Components	Unit cost £	Grand Total	£ Total
Back Door	592	29	£17,171.48
Balcony Door	568	17	£9,657.02
Bathroom	5,000	54	£270,000.00
Boiler Type	1,800	1262	£2,271,600.00
Cavity Wall Insulation	3,700	31	£114,700.00
Chimney	2,372	230	£545,560.00
Domestic Heat Detectors	103	11	£1,133.88
Door To Main Entrance	1,200	44	£52,800.00
Door to Second Entrance	1,200	16	£19,200.00
Emergency Lighting	185	15	£2,778.90
Fascia's & Soffits	720	9	£6,480.00
Fixed Wiring	3,500	1213	£4,245,500.00
Front Door	568	34	£19,314.04
Kitchen	7,000	536	£3,752,000.00
Loft Insulation	500	785	£392,500.00
Main Roof Covering	7,500	378	£2,835,000.00
Outbuilding Window	150	1	£150.00
Rainwater Goods	299	589	£176,111.00
Shower Cubicle	450	3	£1,350.00
Side Door	568	122	£69,303.32
Smoke Detectors	524	285	£149,340.00
Wall Surface (pointing)	2,700	477	£1,287,900.00
Window	4,500	288	£1,296,000.00
Grand Total		6429	£17,535,549.64

Green spaces and gardens

All BITMO's green spaces are maintained through the LCC contract with Continental grounds maintenance company. This contract is up for renewal in 2025 and BITMO will have an input into the scope of works, ensuring that tenants have a voice when deciding the specification for the new contract.

BITMO Caretakers have taken over the maintenance of the planters in the following areas.

Caretakers Planter Areas	
Belle Isle Road	Windmill Road
East Grange Drive	Winrose Avenue
East Grange Garth	Winrose Crescent
East Grange Road	Winrose Drive
East Grange Square	Winrose Grove
East Grange View	Winrose Hill

These were taken off the contractor as the caretakers can deliver a better service and achieve an environment that is more beneficial to the tenants that live around these planters. BITMO will invest in more colour, low maintenance and more hardwearing plant & shrubs in these areas. This will be an ongoing project over the 5 years with an annual investment of £5,000

Garages

BITMO has 137 garages located around Belle Isle. These generate a potential income to the local authority of £47,849.92. There is no stock condition data on these, and they are repaired as and when they require it.

A good indication of future investment requirements is the average price of a garage door is £711.00., and the cost of a roof £2,000. If all the garage doors and roofs had to be replaced over the next ten years, the cost would be £371,407. Seven years rental income is required to support maintenance of each garage.

Location	Void Garages	Storage Only	Rented Garage	Total No of Garages	Income P/W
Aberfields	1	1	1	3	£11.94
Broom Nook	1	0	7	8	£59.47
Rosedale Gardens	3	5	20	28	£215.91
Newhall Close	0	0	8	8	£64.64
Nesfield Close	2	0	16	18	£132.83
Nesfield Gardens	0	0	7	7	£60.50
Nesfield View	1	0	14	15	£121.80
West Grange Drive	4	0	14	18	£121.20
West Grange Gardens	15	0	10	25	£91.20
West Grange Garth	2	0	5	7	£40.22
Totals	29	6	102	137	£919.71

Procurement

BITMO does not enter into contracts for repairs and investment services. It acts as the managing agent for LCC who as the landlord and owner of the stock is the contracting party. BITMO procures contracts on behalf of LCC in line with the LCC procurement strategy. The procurement objectives are to achieve demonstrable value for money, efficiency of delivery and cost control.

We choose the most agile procurement route available to minimise the costs of procurement and to minimise lead in times. We will explore the option of entering into five year contracts to deliver key elements of the investment programme.

Prioritising investment

The investment needs of the stock exceed the capital available. Difficult decisions will need to be made by the Board of Management to balance the safety and sustainability of the stock, and the objective of reducing carbon emissions and meeting tenant priorities.

All potential investment will be evaluated in terms of what it contributes to Health & Safety, Statutory compliance, Decent Homes standard, Tenant preference, Carbon reduction, green spaces and Reducing ASB

Criteria for investment		
1st	2nd	3rd
Health & Safety	Tenant preference	Green Spaces
Statutory compliance	Thermal efficiency	Reducing ASB
Decent Homes standard		Carbon reduction

Contract Register

Contractor	Function	Contract dates
Mears	Full range of mechanical and electrical repairs	Oct 2021 - Oct 2025 5+5
Sayes	Gas safety services, gas repairs and installation	2024 -2029
MCP	Asbestos identification, removal and monitoring	

Carbon Reduction

Addressing the climate emergency, providing homes free of damp and mould, and supporting people to reduce expenditure on fuel are all potentially addressed by the replacement of fossil fuel systems with renewable energy sources.

- Ensure all properties achieves an EPC rating of C or above.
- Use open Green Spaces for planting replacement trees.
- Install energy efficient lighting.
- Install solar panel at the office and low/med rise blocks.
- Reducing fuel poverty through improved heating and insulation
- Rewilding unused areas of green space

All of these are relatively cheap to complete except the solar panels. These are expensive but a strategy/ plan will have to be completed to finalise the cost and locations. We will seek to work with LCC regarding this work.

Tenant Engagement

Tenants will be consulted on the asset management plan, advised of the stock condition data relating to their home and likely component renewal timeframes.

When investment programmes are being developed tenants are involved as follows:

- Understanding tenants priorities for investment
- Providing tenants with a range of options for kitchens and bathroom replacements
- We will consult with tenants when improving the planters on the estate.

Tenant choice

By listening to customers and reviewing the decisions we make over the life of the plan we will be able to continuously improve and hone our approach to managing our assets

Recommendation:

Board is asked to APPROVE the draft Asset Management plan. A final version will be brought to the Board in March.

Notes:

4. Tenant Engagement and Influence

BITMO



Board of Management Report

Meeting Date: 28th November 2024

Report Title: Tenant Engagement and Influence

Author(s): Deborah Kelly

For Information/ ~~Decision~~ Discussion

Executive Summary:

The report provides an overview of the tenant engagement activity undertaken since the previous Board meeting. It details the opinions expressed and the actions proposed and being taken to improve services taking account of tenant preferences.

Recommendations:

Board is asked to note and comment on the report.

Equality Diversity and Inclusion

We do not have equality diversity and inclusion data available for analysis.

Regulatory Framework:

The Safety and Quality Standard		The Tenancy Standard	
The Neighbourhood and Community Standard		Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures Standard		The Rent standard	

The report evidences tenant influence in the design and delivery of services. Planned changes to services and policies are set out. The result of the consultation and influence tenants have had will be reported back to tenants via Bits N Pieces, Facebook and the website.

Introduction

The purpose of the report is to outline the tenant engagement activity we have carried out in the last month and to draw out what we have learned about customer priorities and their experience of our services. The intention is to use the engagement to change and improve what we do so that we are more clearly led by the tenants who live on the estate, and so that board members can make decisions with the benefit of tenant input.

Background

The Transparency Influence and Accountability Consumer Standard is designed to ensure that social housing providers are able to clearly evidence that they provide the information that tenants need to be able to hold the landlord to account, and to provide evidence that they listen to tenants, treat them with equality and respect and act on the input that tenants give.

Current position

We have carried out seven tenant engagement exercises in the last month in relation to estate improvements, digital services, repairs services, our pest policy, our garden policy, and how we consult with tenants. We have engaged with 503 tenants who have given us their opinions about the services we provide.

(i) Estate improvements

We have reached out to tenants who live at Windmill Close and Nesfield View to ask them about their experience of people riding motorbikes, and quad bikes in such a way as to cause problems. We also asked the tenants at Windmill Close what changes we could make to their environment to improve it. Tenants in both locations told us that motorbikes and bikes are a problem and traffic calming barriers would make a positive contribution. We have specified traffic calming measures and are awaiting a price for them. When this is received, they will be installed.

The tenants at Windmill close told us that they would like the area to be litter picked and for washing poles and lines to be repaired. We have completed this work.

(ii) Digital services

Following the discussion at the Board strategy away day, around the relative importance of digital support services to Belle Isle tenants we carried out a survey to find out what percentage of Belle Isle tenants have access to the internet, own digital devices, and would benefit from digital support. We did this to be able to develop a service offer that is informed by the preferences of the community.

We had 363 responses to the survey. 85% told us that they have access to the internet at home and 90% told us that they own one or more digital devices to enable them to access web-based services. A minority of people (2.45%) use the internet to access government or local authority based services. 70% said that they do not need any digital support. 15% said that they are not interested in using the internet at all.

(iii) Repairs services

We held a service improvement workshop in November 23. Five tenants attended and shared their experience of the repairs service and made suggestions for how we can improve it. The key issues they identified were:

- Operatives and staff not leaving calling cards when they attend -we will start to do this
- Repeated visits to diagnose and rectify a problem – this requires dealing with on a case by case basis
- Appointments not being available evenings or weekends – discussions with contractors and staff
- Operatives and staff not wearing protective overshoes -a supply to be bought and given to staff, discussion with contractors
- Insufficient numbers of post inspections being carried out – We will increase the number of post inspections carried out.

A mystery shopping exercise was carried out, and while the experience was generally positive, room for improvement was identified. As a result of this discussions with managers and the colleague forum has led to a project to develop mystery shopping as part of a new process for quality assurance.

We are going to advertise for a team of volunteer mystery shoppers to carry out various exercises.

What do you think?

1) Should we provide evening and weekend inspections and repairs appointments?

2) Would you like to be a mystery shopper?

(iv) Pest policy

We receive a lot of complaints about our pest policy, and staff tell us that they find it difficult to implement because it is unpopular. We have consulted tenants on a revised policy that makes clear that we will commission pest control services and provide them free of charge in the first instance, in the majority of cases. We asked tenants if they had ever used the service, and if so if they had been given information about it, and whether they felt the service should be free.

We received x responses. The majority felt the service should be free. None of them had been provided with a leaflet to explain the service.

As a result of this engagement exercise, we have amended the pest policy and produced a pest leaflet. The revised policy is presented elsewhere on the agenda for approval.

What do you think?

1) Should we provide free pest services?

2) What pests should be covered?

(v) Garden policy

We know from our estate walkabouts and local pride inspections that maintaining gardens is an issue for many tenants. We also know from the TSM data that we collect and our ASB and complaints caseload that a significant number of tenants feel that the estate is not well maintained and individual gardens are a cause for concern. The tenants who complain about their neighbour's gardens want us to take firm action to require them to look after them better. Our local pride initiative is designed to encourage people to report issues and take care of their gardens and it is having some success.

We have consulted tenants on our gardens policy and they have told us that:

Gardening services should be provided free of charge to the elderly and the vulnerable

People would rather not look after their gardens and get BITMO to do it as part of enforcement action

Two people would be willing to join a volunteer gardening group to help people who are struggling
The majority of respondents did not know that we operate a garden tool library.

What do you think?

1) Should we enforce the requirement that people look after their gardens so that the overall look of the estate is better

2) Should we provide free gardening services, if so for who, and how should we fund it ?

(vi) Tenant engagement and consultation policy

We have redrafted our tenant engagement and consultation policy to make sure that it complies with the requirements of the Transparency Influence and Accountability Community Standard and it is presented elsewhere on the agenda for approval. As part of the development of this policy we have consulted with residents to ask them how they want to be consulted on the services they receive. 22 people responded to the survey, so it is not possible to draw any firm conclusions from the responses. However the majority said that they would prefer to attend meetings about issues, and we have seen this demonstrated in the meetings we have held at the GATE on many occasions. People indicated that they would be willing to attend meetings close to where they live as well as at the GATE. Nobody wanted to attend a virtual meeting held by Zoom or Teams. Two respondents would be happy to complete surveys over the phone.

(vii) ASB

We held an ASB workshop to find out from tenants what their experience of the service was and how we could improve it. This is part of an ongoing piece of work, and we will report further at a later date.

Recommendation:

Board is asked to NOTE and ACCEPT the reports.

Notes

5. Tenant Engagement and Consultation Policy

BITMO



Board of Management Report

Meeting Date: 28th November 2024

Report Title: Tenant Engagement and Consultation Policy

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

The policy sets out how we will achieve compliance with the Transparency Influence and Accountability Consumer Standard. It has been sent to LCC for comment.

Recommendations:

Board is asked to approve the policy.

Equality Diversity and Inclusion

We do not have equality diversity and inclusion data available for analysis.

Regulatory Framework:

The Safety and Quality Standard		The Tenancy Standard	
The Neighbourhood and Community Standard		Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures Standard		The Rent standard	

Tenant Engagement and Consultation Policy

Date

	Author	Checker	Approver
Name	Deborah Kelly	BMT	Board
Position			
Date			
Process Reference No.			
Other Process Reference			

Issue Record

Issue	Date	Issue History	Issue by

Purpose

The purpose of the policy is to make sure that we give everyone who lives in Belle Isle the opportunity to influence how the estate is run, and the services that are provided, and to hold BITMO accountable for the services, decisions and actions it is responsible for.

The Transparency Influence and Accountability Standard sets out the minimum requirements for registered providers.

Scope

The policy covers all landlord services and community development activities that BITMO delivers. It supports the Community Engagement policy of LCC.

Responsibilities

All Service Managers and Team Leaders are responsible for designing and delivering consultation relating to their service area. The goal of the consultation may be service improvement purpose of the consultation and engagement is to make sure tenants voices are heard, services are as good as they can be, and we learn from the customer experience

Requirements

In order to be able to hold us to account tenants need to know what the service standards we operate are

We will provide tenants with accessible information about services, how to access them and the standards of service tenants can expect.

We will provide information about the standards of safety and quality that tenants can expect their homes and communal areas to meet

In order to hold us to account tenants need access to transparent information about how well we are performing

We will collect and process information about our performance against the tenant satisfaction measures and we will publish it on our website and via Facebook.

We will collect and provide information about how we are performing in delivering landlord services, how income is being spent.

In order to hold us to account, tenants need an accessible transparent simple to follow complaints process

We will publish our complaints policy and process

We will publish information about how many complaints we receive, what the root issues are, how many are upheld and how much we have paid in compensation for service failure.

In order to influence, tenants need a range of opportunities to have their voice heard

We will provide tenants with a wide range of opportunities to influence and scrutinise the strategies, policies and services that BITMO is responsible for.

We will use Voicescape to capture the customer experience of our services, and to consult with tenants about the services they want.

We will carry out face to face outreach consultation to ask people about issues that are specific to where they live on the estate for e.g

- The safety of Belle Isle Circus
- Community orchard
- Community garden
- Play facilities

We will invite tenants to participate in service improvement workshops for e.g

- ASB
- Repairs
- Service Standards

We will reach out to tenants via notice boards, our website and social media platforms and ask them to engage with the content of our posts

We will invite tenants to become shareholders and to attend shareholder meetings

We will invite tenants to join a scrutiny group that will closely examine and challenge services that are provided and make recommendations for improvement. Those recommendations will be presented to the Board.

We will invite tenants to become Mystery Shoppers as a way of making ourselves accountable for the services we provide.

We will provide support to tenants so that they can engage with opportunities to influence.

Example programme of consultation

Service Area	Format	When
Asset management		December 2024
Local lettings		
Repairs	Repairs Workshop	November 2024
Service standards		
Green spaces		
GATE		
Digital	Voicescape	October 2024
Improvement plan		January 2024

We will maintain a log of consultation outcomes and use it to evidence the engagement undertaken and the impact on decision making. It will be reported to the Board and to tenants. We will monitor the changes we make to ensure that the intended aims are delivered.

Being able to evidence effective consultation, transparency influence and accountability will lead to better services being provided that reflect the needs of tenants. We believe this will drive tenant satisfaction and a reduction in community inequalities. It will support a safer and stronger community, with a more attractive built environment that meets the people’s needs. It will enhance BITMO’s local reputation; and provide better job satisfaction for our staff who will see that the services they provide are meeting expressed local needs.

Linking our Governance, our tenant leadership and community engagement are crucial.

At every board meeting will consider input from the community engagement activities we undertake; and the content, decisions and outcomes of board meetings will be communicated to tenants via text, email, Facebook and the Website within 24 hours of the meeting taking place.

Leeds City Council

Over and above the commitments in this engagement policy, Leeds City Council, as the landlord will consult with tenants in the Belle Isle area in relation to its strategies, policies and services.

Equality Diversity and Inclusion

We will provide information and opportunities to engage in a variety of formats to adapt to individual’s communication preferences. Where possible we will monitor engagement by the protected characteristics of participants to make sure that we understand the diverse needs of tenants, support needs, and adapt what we do to deliver equitable outcomes for tenants.

Reporting on impact of the policy

TSMs	Report to Board	Publish on website	Include in annual report	Identify changes in processes, policies or services arising as a result of engagement
Complaints	Report to Board	Publish on website		
Service improvement workshops	Report to Board	Publish on website		
Scrutiny	Report to Board	Publish on website		
Shareholder meetings	Report to Board	Publish on website		
Outreach	Report to Board	Publish on website		

Recommendations

Board is asked to discuss and APPROVE the draft policy.

Notes

6. Finance Committee reports

BITMO



Board of Management Report

Meeting Date: 28th November 2024

Report Title: Finance Committee reports

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

The report provides a summary of the recommendations of the Finance Committee from its meeting of 18th November 2024.

Recommendations:

Board are asked to Accept the report.

Equality Diversity and Inclusion

There are no known EDI implications that need highlighting for the report.

Community Consultation

Spending plans need to reflect community need and draw from available community consultation where possible.

Financial implications

Areas of underspend in capital programmes are a concern.

Risk implications

The key risk is that the capital expenditure plan is not fully delivered. Work is underway to accelerate spend in this area.

Links to Regulatory Framework:			
The Safety and Quality Standard	✓	The Tenancy Standard	
The Neighbourhood and Community Standard	✓	Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures Standard	✓		

6.1 Matters Arising

Matters arising from the previous meeting:

(i) Committee Quorum

- The task of establishing a quorum has been assigned to the Governance Task and Finish Group. Such a quorum needs to ensure that any decisions are led by tenant representation.

(ii) Repairs performance

- Repairs performance and reporting statistics still a concern.

(iii) Lift Off charity.

- Trial contract for services has been drawn up to engage a local fundraiser. Bank account being established. Seed funding previously agreed by Board (£10k).

(iv) Pay date change

- Bridging loan facilities have been taken up by five members of staff. No associated costs have yet been claimed.

(v) Community Kitchen dishwasher

- Quotes obtained from 2 suppliers. Decision taken by Chairs to procure from previous supplier so as to not invalidate existing warranty conditions on the kitchen. Cost £6.5k.

(vi) Belle Isle Circus lighting

- Replacement lighting now operational at no additional cost to BITMO.

6.2 Revenue Accounts

The Finance Committee were presented with a summary of the management accounts for the 6 months to 30.9.24.

The accounts showed an underspend in repair costs for empty properties (voids). This area of spend depended upon how many voids occurred at any one time and the state of the properties that were handed over in terms of how much repair work was needed. Although there was an underspend as at the six month mark (£76k), the level of spend for the second six months may be greater. There was also an underspend on asbestos surveys of £11k.

There were some underspends on staff costs because of 2 factors:

- (i) One part post was unfilled and Board has agreed to delate this as part of the current staffing review.
- (ii) Some pension costs in the budget are unspent as several employees have opted out of the scheme after auto-enrolment. The benefits of the scheme are regularly promoted.

Some additional income had been generated in the period by the fact that the number of voids (empty properties) was less than target, so triggering some incentive payments as part of the management fee arrangements.

The profiling of budgets month by month was detailed. Most budgets were apportioned equally over the 12 months except when refinement was needed and spend was expected to fall in particular months. Responsive repair spend through the year was adjusted to reflect contractual adjustments for inflation. It was also adjusted by reference to historic spend over the preceding five years.

6.3 Capital Accounts

Introduction

Capital spend (on roofs, doors, windows, kitchens, bathrooms, boilers etc) is managed by BITMO on behalf of Leeds City Council.

Spend for the seven months to 31.10.24 was some 44% of the total budget. That budget comprises £1.5m from LCC budgets and a £200k contribution from BITMO as agreed by Board.

The Thermal Efficiency Project has progressed well and is some 75% complete.

The Mansard Roofing Project (Stage III) has yet to commence and discussions are being held with LCC Procurement to appoint an approved contractor for the work.

Over half of the planned kitchens and bathrooms have been installed and discussions are again underway with LCC Procurement to appoint contractor(s) for the remaining spend.

Adaptations and Ad-hoc spend is less than budget and alternative spend options are being considered in case they are needed approaching the year end. This could include bringing forward further roofing/kitchen/bathroom/boiler installs as needed.

6.4 Other Issues

The Finance Committee also reviewed the following matters which are detailed elsewhere in the Board papers:

- (i) Leeds City Council Management Fees (Part B)
- (ii) Staff structure review (Part B)
- (iii) Key Performance Indicators (Operational Report above)

Recommendation:

Finance Committee recommended ACCEPTANCE of the Revenue and Capital Accounts.

Notes

7. Monitoring reports: Safeguarding & Complaints

BITMO



Board of Management Report

Meeting Date: 28th November 2024

Report Title: Safeguarding & Complaints Monitoring

Author(s): Peter Olver

For Information/~~Decision~~/~~Discussion~~

Executive Summary:

The report provides an update on two highly important areas of operation as required by the Forward Plan.

Recommendations:

Board are asked to Accept the report.

Equality Diversity and Inclusion

EDI is essential in all dealings with regard to safeguarding and complaints handling. EDI training is included in all staff training plans.

Community Consultation

Feedback is important for the management of these areas. Complaints are periodically surveyed after the complaint process has been completed. Safeguarding consultation from the community is more problematical but is sought where feasible.

Financial implications

There are no financial implications.

Risk implications

Both areas present both statutory and reputational risks for the organisation.

Links to Regulatory Framework:			
The Safety and Quality Standard	✓	The Tenancy Standard	
The Neighbourhood and Community Standard	✓	Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures Standard	✓		

7.1 Safeguarding

Introduction

A periodic safeguarding report is required in the Board forward plan.

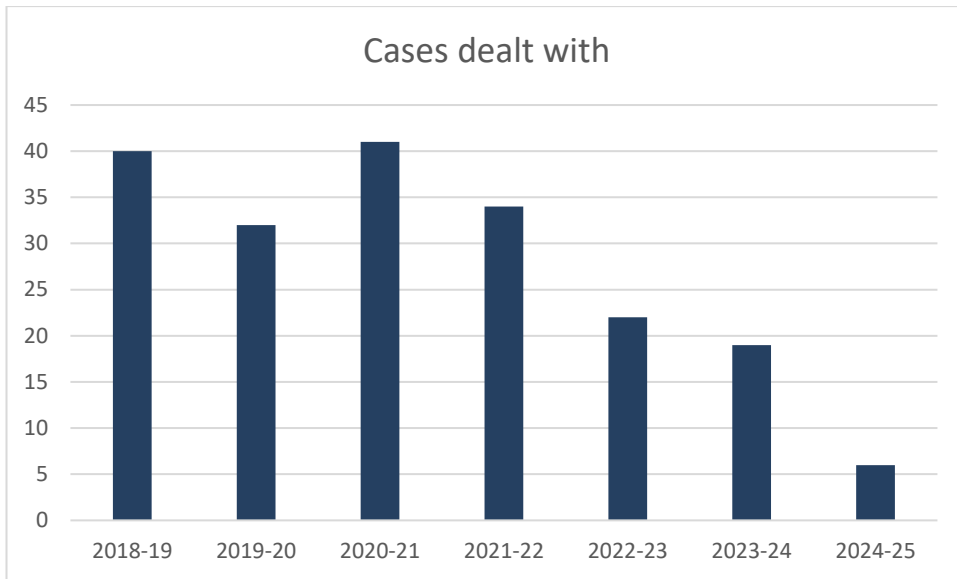
Detail

A Safeguarding Log is maintained to monitor and help manage the safeguarding cases that are brought to the attention of staff and volunteers. This Log is reviewed regularly by the safeguarding lead team and further actions reported. There are currently 6 open cases, comprising 3 domestic violence cases, one issue of child neglect, one issue of mental health concerns and one case of assault.

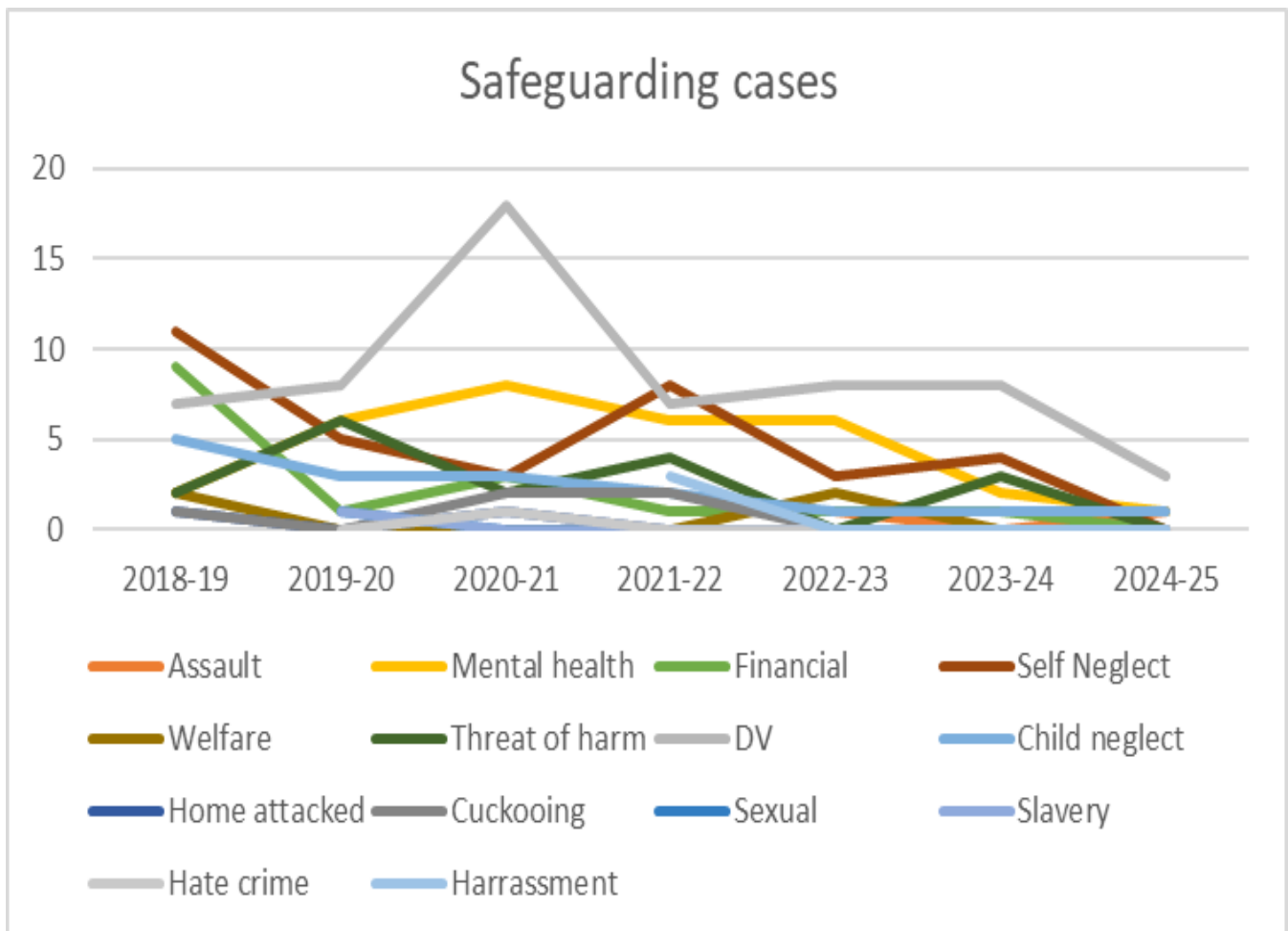
Safeguarding Policy & Procedures have been vetted by LCC. Actions taken include contacting children's services, or adult social care and the police. There may be some cases, particularly those involving self-neglect and financial abuse where we become more closely involved.

The work we are doing around winter warmth has recently identified a case where safeguarding is a concern. We are also liaising with those who have their gas supply capped to ensure any vulnerabilities are recognised and actions taken to help where possible.

The number of cases dealt with over recent years is as follows (2024-25 being a part year). There has been a decline in numbers being reported since April 22.



Board previously requested some analysis of cases over the Covid period. The following chart details the number and types of cases from 2018-19 to date. There is a clear increase in the number of Domestic Violence cases in 2020-21, at the time of the two lockdown periods. This is the large spike in cases shown below.



Over the 6 year period there was also an increase in the number of cases where mental health is an issue of concern.

Conclusion

The reasons for the recent decrease in reported cases are being investigated. There has been a decrease in the number of cases being brought to the Tenants at Risk Panel for consideration. The current year is the third year of the new LCC system of Annual Tenancy Check In's. This system means that one third of general-needs tenants are visited each year, rather than all tenants being visited. This means that there is inevitable less face to face interaction with tenants through this mechanism. There may therefore be some reduction in cases being reported through this mechanism.

All staff undergo safeguarding training as part of their training plan.

7.2 Complaints

Introduction

Periodic reviews of complaints are required by the Board Forward Plan.

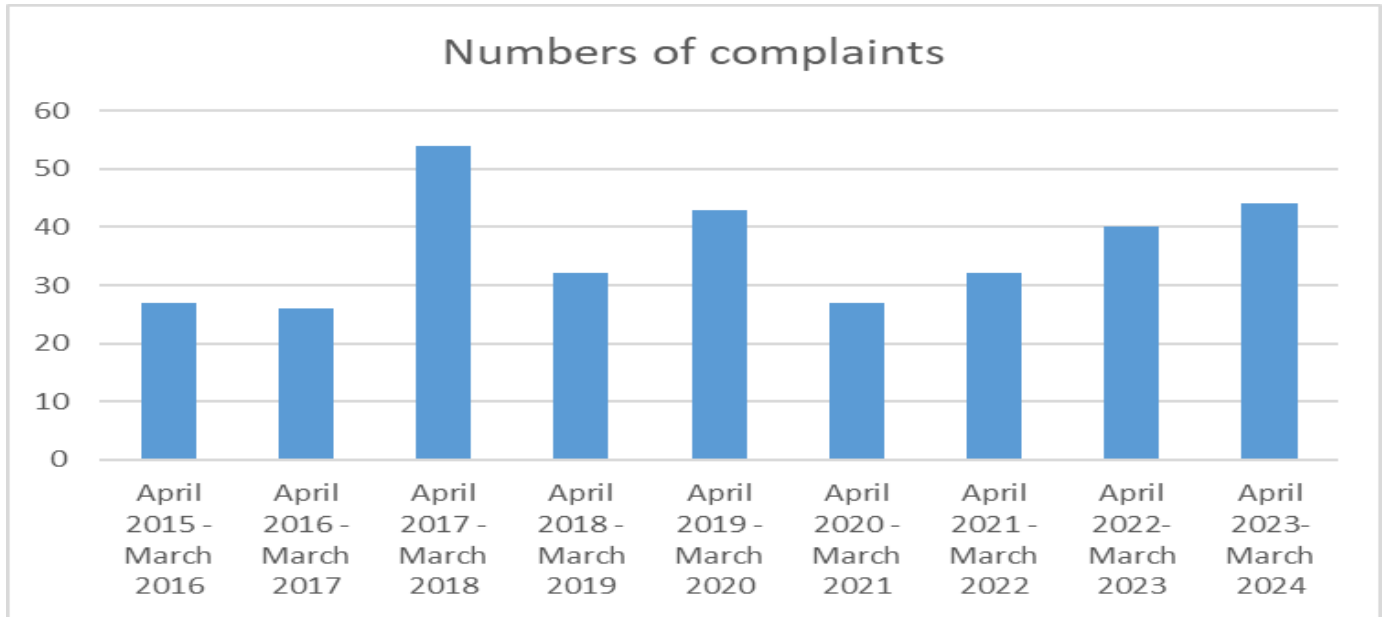
Detail

1 April 2024 to 30 September 2024	Complaints					
	Total	Main type of complaint	Response on target	Upheld	Partially upheld	Not upheld
<i>Providing local access to services</i>	0	0	0	0	0	0
<i>Letting empty properties</i>	2	0	1	0	0	2
<i>Carrying out repairs</i>	17	Service	17	7	3	7
<i>Collecting rent</i>	1	Staff Conduct	1	1	0	0
<i>Managing tenancies</i>	5	Policy	5	0	1	4
<i>Supporting older people</i>	0	0	0	0	0	0
<i>Offering advice, training and employment opportunities</i>	0	0	0	0	0	0
<i>Providing opportunities for tenants to get involved in their community and their TMO</i>	0	0	0	0	0	0
Total for this year	25	Service	24 out of 25	8 out of 25	4 out of 25	13 out of 25

From 1st April 2024 to 30th September 2024 25 complaints were received. The majority of complaints involved Repair Issues (17) with the remainder being about Managing Tenancies (5), Lettings (2), and Rent (1). 20 complaints were resolved at Stage 1 of the complaints process. 5 were escalated to stage 2. 24 out of the 25 complaints were responded to within the timescale. Due to policy changes Stage 3 of the procedure has been removed and all complaints escalated to Stage 2 are now heard by a Senior Manager and/or including a panel of Board members. Of the complaints escalated to Stage 2 of the Complaints process during this period 1 complaint was escalated to the Housing Ombudsman. Of the 25 complaints received 8 (32%) were upheld in the complainants favour, 4 were partially upheld (16%) and 13 (52%) were not upheld. During this period 2 compliments were received. These were all responded to within the specified timescales and passed on and congratulations given to the relevant department/service and staff members involved.

Complaints annual analysis

	Previous Years						
	Total	Main type of complaint	Response on target	Upheld	Partially upheld	Not upheld	Compliments
April 2015 - March 2016	27	Repairs	25 out of 27	7 out of 27	8 out of 27	12 out of 27	5
April 2016 - March 2017	26	Repairs	26 out of 26	12 out of 26	1 out of 26	13 out of 26	7
April 2017 - March 2018	54	Repairs	53 out of 54	20 out of 54	11 out of 54	23 out of 54	11
April 2018 - March 2019	32	Repairs	32 out of 32	5 out of 32	5 out of 32	22 out of 32	20
April 2019 - March 2020	43	Repairs	43 out of 43	14 out of 43	12 out of 43	17 out of 43	2
April 2020 - March 2021	27	Repairs	22 out of 27	15 out of 27	4 out of 27	8 out of 27	2
April 2021 - March 2022	32	Repairs	20 out of 32	22 out of 32	7 out of 32	3 out of 32	11
April 2022- March 2023	40	Repairs	29 out of 40	5 out of 40	14 out of 40	21 out of 40	6
April 2023- March 2024	44	Repairs	39 out of 44	9 out of 44	3 out of 4	32 out of 44	4



Conclusion

The number of complaints remains relatively low as a proportion of housing stock.

Number of complaints per 1,000 properties

	Stage 1	Stage 2
BITMO	11.0	2.7
LCC	41.1	10.4

Responses to complaints within timescales for the 6 months are as follows:

Stage 1	95%
Stage 2	100%

Recommendation:

Board is asked to NOTE and ACCEPT the monitoring reports on Safeguarding and Complaints.

Notes

8. Digital Service Offer

BITMO



Board of Management Report

Meeting Date: 28th November 2024

Report Title: Digital Support Service Offer

Author(s): Peter Sutton

For Information/ ~~Decision~~ Discussion

Executive Summary:

The report provides the results of research into demand for a digital support service offer. It presents a vision for the future of the service offer which takes account of evidenced need and tenant preferences.

Recommendations:

Board is asked to discuss the report and provide a steer on future direction.

Equality Diversity and Inclusion

We do not have equality diversity and inclusion data available for analysis.

Regulatory Framework:

The Safety and Quality Standard		The Tenancy Standard	
The Neighbourhood and Community Standard		Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures Standard		The Rent standard	

The report evidences tenant influence in the design and delivery of services. Planned changes to services are set out. The result of the consultation and influence tenants have had will be reported back to tenants via Bits N Pieces, Facebook and the website.

Introduction

The purpose of the report is to outline the search undertaken to understand the demand for a digital support service offer and to propose a service offer that meets the needs identified.

Background

Board have long supported a digital support service offer, and this has taken different forms over the years. Board are keen to support a continuing offer but want this to be rooted in research about what the needs are to make sure the offer is appropriate and sustainable.

Current position

BITMO's GATE has got five PCs connected to the Leeds Libraries system. At times five years ago all five would be in use, sometimes with a queue to use them. People were mostly checking their social media. GATE staff's main involvement was to help people with their CVs. As government services started going online there was an increased need for support with Blue Badges, Housing Benefit and Council Tax Support, housing applications and Universal Credit. Then Covid came and people needed to find a way to access these services themselves or with help from friends and family.

As the GATE filled up again after Covid we found that there was less call on staff to provide computer support – people could do it themselves or were asking others for support. Very few employers want CVs – they ask for a simple online form to be filled in. Belle Isle Senior Action recruited a worker to provide digital support who was based part-time in the GATE. Towards the end of the project BITMO contributed funds, but there was very little demand for online support. The GATE computers are used much less in recent years. For the last month we have only been turning two on, and there has not been a need to switch more on.

We were aware that there is a minority in need of support and so we commissioned Voicescape to run a survey for us. They sent out recorded messages introducing a phone-based survey to all tenants with a mobile number, asking about how they use the internet when they need to and any obstacles they face. So far 363 tenants have taken part in the survey. The headline results are:

85.4% have got access to the internet through home broadband or their phones. Of the 14.6% who do not have the internet:		
26% say it is too expensive	33% say they do not understand it	41% choose not to have it

We asked if people are confident in using the internet		
70% said they were	15% said they needed support	15% were not interested

When asked what they would do if they needed to do an online application, it broke down as:			
52% would do it themselves	35% would ask a friend or relative for help	9% would visit a hub for support	4% would visit a hub for access to the internet

10% of people said that they had no smartphone, tablet or laptop. When asked why not the answers were:			
44% too expensive	20% don't know how to use them	4% no internet	32% gave other reasons

From both the survey and what we can observe, overwhelmingly people have got access to the internet through home broadband or their phones and can either use the internet themselves or ask a friend for help. There is a minority who do not have the internet because of the cost – of both the hardware (smartphone or tablet) and broadband at home or data on a device. There is another minority who do not know how to use the internet and do not have family or friends to help them.

BITMO response

We should respond to both those who can't afford access to the internet and those who do not know how to use it. We have the phone numbers of those who responded, and we can contact them directly offering our support.

For those who can't afford access, we have limited capacity, but at times we have external funds to provide devices (tablets or phones) with SIM cards for internet access for a time-limited period or we are given a supply of SIM cards for people to use with their own devices. We would like to explore working with providers to provide low-cost broadband to low income households and working with those households to see what changes it makes to their lives over a period. However, a principle here is that people need to show some commitment before being given a device or broadband – for example coming to some sessions or agreeing to provide some information on how they have used the device.

For those who need support, we should provide two kinds of support to BITMO households: Training in how to use the internet. We aim to build on the success of Digital Together, where a group of up to a dozen people meet each week with increasingly less support from staff to improve how they use the internet, tablets and smartphones.

Bookable sessions at regular advertised times to help with council and government services. This will include help with housing applications from our Lettings Team and help with benefits from our Rents and Financial Inclusion Team. Community Development staff will pick up the other areas like showing people how to access the tenant portal, employment and education support and general issues like access to email accounts. Staff should try to show users how to do things and not just do it for them, which helps some users learn and become independent.

We will continue to publish Bits & Pieces as a way of including those who do not need the internet, have paper copies of surveys available in our offices, Retirement Life centres and from staff and to use the seven community noticeboards.

We should aim to modernise the computer area – to make it look more like a Costa Coffee than an internet café from the 2000s. This would include reducing or taking away the PCs and computer chairs and having more comfortable and informal chairs and tables, possibly using laptops from Leeds Libraries that are plugged in to the wall and connected to the library network.

A costed project is currently being scoped and will be considered as part of budget planning and presented for approval.

Recommendation:

Board is asked to discuss and ACCEPT the report.

Notes

9. Board forward plan

BITMO



Board of Management Report

Meeting Date: 28th November 2024

Report Title: Board Forward Plan

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

The report provides a summary of the agreed plan with suggested changes.

Recommendations:

Board are asked to Accept the report.

Equality Diversity and Inclusion

Equality, diversity and inclusion has been considered in the programmes below.
The Plan will allow flexible and accessible methods of working

Community Consultation

The Plan is drawn from available community consultation where possible.

Financial implications

There are no financial implications.

Risk implications

The key risk is that the plan does not cover the breadth and level of work needed.
Governance arrangements should establish and maintain clear roles, responsibilities and accountabilities for the Board.

Links to Regulatory Framework:

The Safety and Quality Standard	✓	The Tenancy Standard	✓
The Neighbourhood and Community Standard	✓	Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures Standard	✓		

(i) Meetings schedule

The following schedule sets draft proposals for Board meetings for the 2023-24 year to the AGM.

In addition to this the Board would be able to establish ad hoc sub committees should this be required.

A plan for the next year will be presented at the next Board meeting.

Date	Headline Report	Discussion topic	Area for Scrutiny and approval (not including standing items)
October 10 th	Urgent matters, Correspondence, Estate issues and Tenant feedback	Leeds Lifelong Learning	Board elections
November 29 th		Greening the estate	Safeguarding Complaints Performance KPI's Finance Committee Anti-Social Behaviour
December		No Meeting	N/A
January 30 th 2025		Police matters	Budget preparation Repairs KPI's Finance Committee
March 27 th		Financial Inclusion	Budgets Safeguarding KPI's (to May)
May 29 th		TSM Survey	GATE Programme Performance KPI's Risk Register (July) Retirement Life
July 31 st		To be set by Board	HR Report Statutory Accounts Key Performance Indicators Health & Safety report Safeguarding – verbal update Anti-Social Behaviour Complaints - postponed Finance Committee
August		No meeting	N/A
September 4 th		To be set by Board	AGM Complaints Safeguarding Repairs GATE programme
September 25 th			

(ii) Board Member Bitesize Learning Sessions

Date	Title
Oct 2024	Being a Board Member Skills training and responsibilities.
Nov 2024	Board members as community leaders
Jan 2025	Repairs & Maintenance Responsible and Planned works
March 2025	Community Development opportunities Partner discussion
May 2025	The GATE: Development and Impact Implementation of the new outreach strategy.
July 2025	Lettings How we let properties
Sept 2025	Rents and Tenants Responsibilities An update on rent collections and how we support a positive payment culture.

Recommendation

Board members are asked to discuss and APPROVE the above forward plan.

Notes

10. Any Other Business

Date of Next Meeting: Thursday 30th January 2025 at 6.00pm

APPENDIX 1

BOARD

MINUTES

10th October 2024

**BELLE ISLE TMO
FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 10th October 2024**

Present: Jean Burton
Leon Kirkham
Margaret Brown
Tracey Morris
Kim Asquith
Harry Austin
Julie Rhodes
Trevor Brown
Ashley Knowles
John Oddy
Paul Truswell
Rose Hodgkinson
Emma Walkley
Cllr Wayne Dixon
Cllr Emma Pogson-Golden

In Attendance: Deborah Kelly (Chief Executive Officer)
Peter Olver (Head of Governance & Finance)
Curtis Jenner (Head of Repairs, Maintenance and Investment)
Karen Hoole (Governance & Admin Support Officer)

PART A – Public Agenda Items

The CEO chaired the meeting until the new Chair is elected.

Presentations

Leeds Lifelong Learning - A presentation was given from Leeds Lifelong Learning.

Bitesize Training – The Head of Governance and Finance presented the Bitesize training session of Being a Board Member

Apologies

There were no apologies received.

Questions from the Public

There were no members of the public present.

Issues raised by Board Members for the Agenda

There were no issues raised.

1. Minutes and Matters Arising

The minutes of the meeting held on 5th September 2024 were approved.

Matters Arising from the Board meeting held on 5th September were as follows:

Item	Update
Management Fees	Mandy Sawyer and Ruth Nailor (LCC) joined the meeting by Teams to update the Board on the Management Fee discussions – see below.
Belle Isle Green Spaces	Work on the lighting commenced on 27 th August but so far one lighting pole was vandalised. Funding has been agreed for recommencement of the work and it is anticipated that this will be completed shortly.
Lift Off Charity	The Charity is now registered and the Board had previously agreed £10,000 funding. This will be used for the purchase of winter warmth items and potential fundraising campaigns – subject to trustee approval.
Local Tree Nursery	A business case is awaited from Fruitworks. It is anticipated that this will be available for the November Board meeting.
TSM Low Response Times	Consultations are ongoing on why the number of respondents is low for certain questions. A report will be submitted at the November meeting.
Safeguarding	A report will be submitted at the November Board meeting.

LCC staff outlined the approach to the Management Fee review.

Q. A Board member asked for clarification on how LCC produce the BITMO pro rata calculations?

A (LCC). We have followed the methodology under the right to manage which is quite clear – within that there is the option for BITMO to manage services accordingly. Based on the current climate the calculations were based on providing core basic services and the allocation is based on number of properties managed. The allocation will be influenced by the CPI that will be coming out shortly and there will be an inflationary increase element awarded regarding the staffing budget and anywhere where the budget is increased BITMO will get an equal inflationary increase.

Q. A Board member stated that their basic understanding of the MMA is that we have to come to an agreement with the budget allocation. The document reads as if it is a fait accompli – what if we do not agree?

A (LCC). Unfortunately the wording of the MMA has not been checked and so cannot clarify whether this is correct at the present time. The wording will be checked so that a clarification can be provided.

If BITMO feels that they want to disagree with the allocation all viewpoints will be taken into consideration.

Q. The budget allocation will be very low and this will impact on some of the services provided to the most vulnerable people across the estate – what is the Council’s stance on cutting these services?

A (LCC). Housing Leeds also deliver services to vulnerable people. They have had to cut some services but it is up to BITMO to make savings and to prioritise the services we provide.

The CEO thanked The LCC representatives for attending and they left the meeting at this point.

Recommendation for Approval

The Board were asked to approve the minutes and any Matters Arising.

Approved

2. Election of Board Members at the 2024 Annual General Meeting - Report

The following tenants were elected to the Belle Isle TMO Board at the Annual General Meeting held on 26th September 2024:

- Jean Burton
- Tracy Morris
- Julie Rhodes
- Trevor Brown
- Geraldine Roberts

The Board members were approved by Shareholders and Belle Isle TMO and now has a full complement of Board Members.

Recommendation for Approval

The Board were asked to Note and Accept the Board Election Report.

Noted and Accepted.

3. Election of Co-opted Board Members

The Chief Executive Officer advised that the Board rules state that the Board can appoint up to six co-opted Board Members. These are Board members that are appointed by the Board itself rather than at the Annual General Meeting.

The following people were co-opted to the serve on the Board:

- Margaret Brown
- Ashley Knowles
- Paul Truswell
- Shannon Ferry

The Chief Executive Officer reported that two Ward Councillors had been nominated and accepted earlier in the year and these are:

- Cllr Wayne Dixon
- Cllr Emma Pogson-Golden

Recommendation for Approval

The Board were requested to Approve:-

Further Co-option of Cllr Emma Pogson-Golden and Cllr Wayne Dixon
Further Co-option of Ashley Knowles and Margaret Brown and Paul Truswell
New Co-option of Shannon Ferry

Approved

4. Election of Board Officers & areas of special interest for Board Members

The following Board members were elected as Board Officers:-

- Chair – Leon Kirkham
- Vice Chair and Treasurer – Harry Austin
- Vice Chair and Board Secretary – Jean Burton

The role of Vice Chair and Services Lead is an optional post and is currently vacant.

Board members were asked if they would like to express an interest in the following areas of activity

- ❖ Sheltered Housing – social events and volunteering
- ❖ Equalities – championing equality and diversity
- ❖ GATE and Community Events - Christmas events, Belle Isle Gala and GATE activities
- ❖ Publicity – involvement in the website, social media and other communications (including Bits 'n' Pieces)
- ❖ Repairs and Maintenance – reviewing performance on repairs and gas contract
- ❖ Estate and Environment – monthly estate walkabouts
- ❖ Recruitment – participation in recruitment panels

The current expressions received are as follows:

Recruitment - Harry Austin, Jean Burton,

Repairs and Maintenance - Harry Austin

Estate and Environment – Julie Rhodes, Harry Austin

Retirement Life - Jean Burton, Margaret Brown, Ashley Knowles, John Oddy

Community and Gate Events - Jean Burton, Margaret Brown, Tracey Morris, Paul Truswell

Publicity – Paul Truswell

Board members were asked to contact the Head of Governance and Finance if Board members wish to make further expressions of interest.

Recommendation for Approval

The Board were asked to Approve the election of Board Officers for the coming year 2024/25.

Approved

Board Members were asked to note the special interest in Belle Isle TMO areas of activity.

Noted

The Chair, Leon Kirkham, chaired the meeting from this point.

5. Task Group Reports

5.1 Governance

The Head of Governance and Finance presented a report from the Governance Task Group.

Recommendations from the Task group to be taken to the next Task Group meeting are as follows:-

1. Amend Rule 8 to add that all tenants are automatically shareholders
2. Amend Rule 15 to reduce quoracy requirement to 1% or 15/18/21 shareholders present
3. Amend Rule 10 to add two further ways that membership might end:-
 - End of Tenancy
 - No longer being considered a fit and proper person
 - Notice being served for breach of tenancy condition

Legal advice will be sought on whichever of the recommendations the sub group wish to explore further.

5.2 Consumer Standards

The group discussed the requirement of the standards and the current compliance position and the draft action plan, tasks and implementation to close the gap between the current position and compliance.

Further meetings of both Groups will take place later in October and recommendations will be brought to the November Board meeting.

Recommendation:

The Board were asked to Note and Accept the Task Group Reports.

Noted and Accepted

6. Board Forward Plan

(i) Meeting Schedule

The Board Forward Plan for the forthcoming year 2024/25 was presented at the meeting.

(ii) Board Member Bitesize Learning Sessions

Board members were asked to note the Bitesize Learning Sessions

Recommendation for Approval

Board members were asked to discuss and approve the Board Forward Plan.

Approved

7. An Overview of the Organisation

An overview of the organisation was presented and explained.

Recommendation for Approval

Board members were asked to Accept the report and to complete, sign and return paperwork included in the Board Pack provided as follows:-

- Code of Conduct
- Register of interests
- Permission to use images

Accepted

8. Any Other Business

8.1 Christmas Opening Times

The Chief Executive Officer submitted the following office Christmas opening times for approval:-

Monday 23rd December – Normal business hours

Tuesday 24th December – 9.00am to 1.00pm

Wednesday 25th December – Closed

Thursday 26th December – Closed

Friday 27th December – 10.00am to 4.00pm – limited hours and staff

Monday 30th December – 10.00am to 4.00pm – limited hours and staff

Tuesday 31st December – 10.00am to 4.00pm – limited hours and staff

Wednesday 1st January – Closed

Thursday 2nd January – Normal business hours

Friday 3rd January – Normal business hours

Recommendation for Approval

Board members were asked to approve the office Christmas opening hours.

Approved

8.2 Local Parish Council

Cllr Dixon outlined a proposal to establish a local Parish Council. He advised that to set up a Parish Council 1500 signatures would be required for LCC to proceed with a consultation. There would be precept levied on local residents. The levy is not known at the present time but the advantage would be that there would be £50,000 extra to spend on the area and what this will be spent on will be decided at a local level.

A Board member outlined concerns about the lack of interest there may be from residents to attend the parish council meetings and the kind of services to be provided. Concern was also raised about the cost and that some people will struggle to pay.

Recommendation for Approval

The Chair proposed that the view of the Board is that BITMO should take a neutral position on the establishment of a Parish Council.

Approved

8.3 Audit Management Letter

Following the annual audit an audit management letter for 2023-24 detailing any issues from the audit was presented at the meeting.

Board member asked the following question/s:-

Q. The increase in auditors fees was questioned – is this reflective of extra work involved?

A. The fees have been competitive but next year a tender exercise will be undertaken.

Recommendation for Approval

Board members were asked to discuss and Accept the letter.

Accepted

Date and Time of Next Meeting:- 28th November 2024 @ 6.00pm

APPENDIX 2

ACTION LOG



Board Action Log.

Meeting Date	Action Agreed	Progress	Lead
30.5.24	Invite Leeds Lifelong learning to July Board meeting	Invited by email – asked for a call to discuss. Attendance agreed.	PS
	Tutoring scheme – measurement of progress, positive stories from parents		PS
	Governance audit – group to oversee implementation (Leon, Harry, Jean, Paul, Ashley)	First meeting held 12 th Aug.	PO
	Consumer Standards – review committee (Leon, Jean, Harry, Paul, John)	First meeting held 12 th Aug.	DK
	Capital – detail of thermal efficiency works to Board	Provided in Fin Comm papers.	PO
	Capital detail esp Ad Hoc works to Board	Submitted to Finance Committee	PO
	Manorfield Hall – letter to MH Board detailing concerns and what actions we need or else BITMO will withdraw from governance arrangements. Mention letter to LCC.	Reported in Part B.	DK
	Contact Penny re office mosaics	Mosaics now in place.	PO
	Treasury deposit – renew for 4 months from 14.6.24	Done	PO
	Lift Off	Done and registered 19.6.24. Trustee meeting held 26 July.	PO
	Volunteer long service rewards research	Presented to board.	PO
	3 Notice Boards approved	Operational.	PS
	GATE dishwasher – chase order	Assessment completed by supplier on 18.7.24. Costs awaited.	CJ
1.8.24	Leeds Lifelong Learning – for a future date.	Invited to 5 th Sept or 10 th October.	PO
	Keith and Jo to be invited to future meeting for Long Service thank you.	Invited to 5 th Sept	DK
	Tree nursery proposal - Winroses	Fruitworks to prepare detailed proposal. In principle agreement to survey for a water connection, subject to approval of plan.	PO
	Property decency failures.	Identification of reasons for failure and timescales for rectification.	CJ
	Tenants Satisfaction Measures	Collation of numbers of responses to each category to measure degree of	PO

		reliability and statistical margin for error.	
	Capital prioritisation examples to be redacted on web version of papers.	Done	PO
	Staff pay date changes	Options paper to be presented to Board	DK/PO
	Health & Safety Policy	Revised policy detail to be circulated.	PO
5.9.24	TSM	LCC will be contacted to see if the figures can be drilled down and ask why so low.	PO
	Capital Works	The Finance Committee had requested that further detail of how the 'Budget year to date' figures are allocated over the months of the year. This will be provided at a future date.	PO/CJ
	Management Fee	Further discussions will be held with LCC and the result of these will be reported back to the Board once these have taken place.	DK/PO
	Safeguarding	Figures for when BITMO was shut down during covid lockdown requested. To be collated and submitted at a future meeting.	LF
	Green space behind Broom Place shops	The ground on the site is very uneven and dangerous for disabled and elderly people to navigate. To be investigated.	CJ
	Board Profile	Board members were asked to raise their profile on the estate	BM
	Town and Parish Council	To be added to the next Board meeting agenda	DK/PO
10/10/24	Fruitworks – business case	To be submitted at November meeting	PS/PO
	TSM - Consultations are ongoing on why the number of respondents is low for certain questions.	.A report to be submitted at the November meeting.	PO
	Safeguarding	Report to be submitted to the November Board meeting	LF
	Task Groups	Legal advice to be sought re recommendation of the Governance sub group	DK/PO
	Christmas Opening Hours	Publicise opening hours	ALL

	Parish/Town Council	Neutral position to be taken	ALL
	Management Audit	Tender exercise to be undertaken in 2025.	PO
	Management Fee	Chair & CEO to proceed with discussions with LCC using delegated authority	LK/DK
	Dishwasher for the Gate	To be chased up. Now ordered for installation pre Xmas.	CJ

APPENDIX 3

KEY

PERFORMANCE

INDICATORS

Aim: Provide High Quality Services		2022-23 Q1-4	2023-24 Q1-4	2024-25 Q1-2		
Indicators of progress	Curr target				RAG	New Comments
(RP02) Repairs completed within target timescale (external system - MCM)	95%	N/A	93.11%	93.80%	A	2,026 jobs completed out of 2,160
Satisfaction with repairs - last 12 months (TSM survey)	90%	76.00%	77.00%	79.00%	R	TSM survey via consultancy.
Homes that do not meet the Decent Homes Standard	0	0	1	12	R	0.66% of stock. Surveys booked in for Oct/Nov 24
Capital Investment programme completed (100% for the year)	100%	100%	95%	44%	A	Second Kitchen and Bathroom tranche of work to be released along with Mansard Roof programme.
Percentage of rent collected	96%	95.99%	96.22%	97.63%	G	Ahead of city - in upper quartile - City 96.05% / League table rank 1 Hunslet 95.84 Middleton 96.87 Beeston 96.67
Percentage of rent owed	3%	3.58%	2.85%	2.16%	G	Ahead of city 3.61% / League table rank 1 Hunslet 3.5 Middleton 2.71 Beeston 2.97
Time taken to relet empty properties - Gross Relet	28 days	72.96 days	46.86	36.44	R	Comparators: Middleton 66.22 days; Hunslet 64.71 days.
Number of voids at period end	18	9	11	8	G	Well within 1% target.

BITMO Aim: Build a Stronger, Safer, Greener Community										
Aims	Goals	Owner	Indicators of progress	Curr target annual	Q1-4 2022-23	Q1-4 2023-24	Q1-2 2024-25	RAG	New Comments	
Build a Stronger and Safer Community	Make homes and the environment as safe and secure as possible	Repairs and Maintenance	All homes have a current gas safety certificate (Gas safety checks)	100%	98.75%	98.97%	99.12%	A	16 properties of 1823 less 10 non-gas.	
			All homes have a current electric periodic inspection certificate (Electrical safety checks)	100%	77.56%	89.52%	89.52%	A		
	Expect tenants to abide by their tenancy agreements and hold them to their responsibilities	Repairs / Tenancy Support / Comm Dev	Annual Tenancy Contacts - General	33%	N/A	33.68%	14.99%	A	Nearly at half year target. 335 visited out of 745 total.	
			Annual Tenancy Contacts - Priority	100%	N/A	88.89%	21.99%	R	42 visited out of 191 total. Plan in place to boost numbers.	

BITMO Aim: Be a Well Run, Tenant Led Organisation										
Aims	Goals	Owner	Indicators of progress	Target current	Q1-4 2022-23	Q1-4 2023-24	Q1-2 2024-25	RAG	New Comments	
Be a Well-run organisation			Complaints relative to the size of the landlord - Stage 1 (number for each 1,000 homes)	LCC 41.1 23/24	30.41	17.43	10.97	A	20 Stage 1 complaints in 6 months.	
			Complaints relative to the size of the landlord - Stage 2 (number for each 1,000 homes)	LCC 10.4 23/24	8.29	6.54	2.74	A	5 Stage 2 complaints in 6 months.	
			Complaints responded to within Complaint Handling Code timescales - Stage 1	100%	69.69%	90.63%	95.00%	A	1 out of 20 responded out of time.	
			Complaints responded to within Complaint Handling Code timescales - Stage 2	100%	66.66%	75.00%	100.00%	G	5 of 5 responded to within time.	
	Manage Money and Resources	Governance and Finance	Budget surplus/(deficit) target and projection	(£354k)	£74,000	£35k Jan 24	£100k Sept		Current underspend on Void costs	