



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION**

BOARD MEETING

AGENDA AND PAPERS

Thursday 30th January 2025 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 30th January 2025
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) Police attendance – local update and feedback
- (ii) Bitesize training – Repairs & Maintenance
(Responsible and Planned works).

Meeting items:

1. Minutes and Matters Arising from the Board meeting held 28th November 2024 (page 5 & Appendices 1 & 2, pages 46 and 72)
2. Operational report (page 6 and Appendix 5, page 88)
3. Five-Year Strategic Plan review (page 11 and Appendix 3, page 76)
4. Strategic Risk Register (page 16 and Appendix 4, page 80)
5. Local Lettings Policies (page 22)
6. Tree nursery and Parkside Hub projects (page 25).
7. Finance Committee reports (page 31)
 - Revenue accounts 2024-25 and draft budget 2025-26
 - Capital accounts 2024-25 and draft budget 2025-26
8. Board Forward Plan – meeting details (page 42)
9. Any other business (page 45)

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

BITMO Board meeting 30th January 2025 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	Police attendance – local update and feedback.	To address issues of crime and anti-social behaviour.	Feedback issues from the estate and inform residents.	Review input and feedback on issues on concern.
Operating reports	Operational update - Performance - Task & Finish Groups.	Performance data provides insight into the quality of service we provide.	Continue to improve Board control and impact of decision making.	Discuss and advise.
Five-Year Strategic Plan	Review mission and objectives.	Our mission and objectives will steer direction of BITMO over the next five years.	Ensure that the organisation is focusing on the right things.	Approve mission and objectives
Risk Register	Review of the updated Register.	Identifying and mitigating risk is essential for continued operation of the organisation.	Review and update.	Approve the Register.
Nursery & Parkside projects	Project proposals for new use of community assets.	To maximise the benefit for land and buildings on the estate.	Review proposals and take forward if suitable.	Review the current situation and accept the reports.
Local Lettings Policies	Information to the board about a LCC wide review of local lettings policy	Local policies can enable flexible working to cater for particular issues.	Make best use of council stock and meet housing need.	Discuss and note the information provided.
Finance Committee reports	- Revenue acc's 2024-25 and budget 2025-26 - Capital accounts 2024-25 and budget 2025-26.	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.
Board forward plan	To agree meeting and development event dates.	Required for good governance.	Update as appropriate.	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 28th November 2024 (Appendix 1)**. The table below details updates on items not dealt with elsewhere on the agenda.

Full Board 28th November 2024

Item	Update
Belle Isle Green Spaces.	Consultation 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. Delays in establishing the bank account. Trial fundraising with 20 hours consultancy to follow.
Community Kitchen	Dishwasher installed and kitchen working area increased, in order to improve efficiency and working conditions.
Anti-Social Behaviour Workshop	Details of the workshop held with tenants on 23 rd October 2024 are reported per Appendix 2.

Recommendation:

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

Notes:

2. Operational Report

BITMO



Board of Management Report

Meeting Date: 30th January 2025

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 Q3 performance data, and provides a summary of tenant engagement since the last Board report.

Operational performance continues to be strong and improving. The areas where performance is below target are repairs, and void relet time.

See Appendix 5 (page 86) for full details .

Recommendations:

Board is requested to Note the report.

Equality Diversity and Inclusion

There are no implications arising from the report

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 safety and quality standard requires that landlords provide safe good quality homes and landlord services to tenants. The KPI report shows performance of the repairs service and tenant satisfaction with it.

The tenancy standard sets the requirement for how tenancies are managed. The KPI report shows that 100% of tenancy changes are completed within target, and debt enforcement action is monitored.

The transparency influence and accountability standard is focused on improving the quality of the landlord tenant relationship, ensuring that tenants are treated with fairness and respect and that diverse needs are taken into account in the design and delivery of services. The level of community engagement demonstrates compliance with this.

Q3 Performance

Overall performance is good and improving. We are continuing to develop our ways of working by developing standard operating procedures and quality assurance processes that will support continuing improvement in customer service and KPI performance.

Repairs

Repairs performance continues to be closely managed. Jobs completed within target time is at 91% for Quarter 3, which is positive, however The Xmas period has caused some issues with appointing work and Mears are catching up with a back log here. So the future figure may look less positive. 95% of appointments have been kept and tenant satisfaction as measured by Mears and internally is high. The picture regarding compliance is positive. It is almost impossible to achieve 100% in relation to the very challenging standard regarding gas compliance. A recent internal review of procedural compliance showed a good level of control in this area of work, which is being further strengthened through creation of standard operating procedures.

Income

Income performance continues to be the best in the city in terms of level of collection and outstanding debt. 97.32% of all due rent is collected, compared to 95.79% in Leeds as a whole. Arrears are at 2.17% whilst the LCC average is 3.69%. The percentage of households owing 7+ weeks rent is 2.55% compared to the Leeds figure of 7.04%

Financial Inclusion Officers have generated income of £402k for people in financial difficulty.

Void management and lettings

Void relet time has been reducing consistently since we change the way of working in the Tenancy Support team to have three people sharing the workload. This has proved to be very successful. Void relet time is 34.26 days compared to 66.15 days for the city, 65.67 days in Hunslet, and 63.78 in Middleton. As a result of our performance in this area we attract a performance bonus from LCC.

Annual Tenancy Check-ins

All Housing Leeds and BITMO tenants get a home visit. These are now either every year or every three years depending on the condition of the home and the support needs of the tenant. In Housing Leeds, the job is carried out as part of the work of a Housing Officer, who has a small patch of around 300 homes and is also responsible for rent collection, dealing with anti-social behaviour, estate inspections and a range of other matters relating to the management of the estate. At BITMO we have a post for a full-time member of staff who only carries out home visits. Our previous member of staff did not work for us from 30 October. At that point we were behind schedule for carrying out the home visits and behind the Housing Leeds percentage of visits carried out and significantly behind the visits carried out by their Hunslet and Middleton offices.

To cover the position, we asked a Customer Assistant who was on a temporary contract to extend her time with us, and to drive up the numbers we have employed two temporary staff to carry out the home visits. This has greatly increased the numbers of home visits being carried out. We achieved 80 visits in the first two weeks back after the New Year, and have now carried out a higher percentage of visits than Leeds South as a whole and Middleton Housing Office as a local comparator.

We are also working on the quality of the visits, aiming to make it a better and more useful experience for the tenants as well as ensuring that all the following are reported 100% of the time if we come across them:

- Safeguarding, domestic abuse, fire risk
- Damp and disrepair
- Vulnerable tenants without support, hoarding

Community Engagement

Belle Isle Parade proposed tree nursery - Community Development staff and Fruit Works have canvassed all the households and shopkeepers who back onto the site on Belle Isle Road, Winrose Crescent and Winrose Hill in two sessions. There is overwhelming support for the project. We are pleased to have talked face-to-face with 36 out of 68 households and all the shops and have left leaflets at all homes twice. We invited Board members and residents to an open day on Saturday 18 January that was attended by 10 people. We gained some local knowledge from this, including information about where the former playground was sited – where there is probably a concrete base where trees can't be planted but could be the base of a pergola-type structure. Yorkshire Water have surveyed the site and will provide us with a quote for water supply by 11 February at the latest.

BITMO staff are in discussions with LCC about the possibility of Fruit Works taking on a long-term lease for the site.

Fruit Works would like to work with BITMO to arrange a monthly volunteer session on site to litter pick and begin cutting back the borders.

Parkside Hub

Seven Board members had a look round Parkside Hub on Saturday 18 January. It would be good to get feedback from this at the Board meeting. BITMO staff are:

- in discussions with LCC about the possibility of taking on a long-term lease
 - finding out about the costs of improving the energy efficiency rating to an E
- and will report progress on these issues at the Board meeting.

Windmill Close

Windmill Close was identified as an area of the estate in need of attention. Caretakers and other BITMO staff have worked to improve the cleaning of the area and gone door to door to ask for residents' views. Community Development staff are consulting residents on 27 January about:

- Planting trees on the green between Windmill Close and Belle Isle Road
- Installing a litter/dog mess bin in Windmill Close
- A "statement tree" in the central green. Suggestions from Fruit Works are a mulberry or a ginkgo tree
- Other ideas for improvements such as a bench on the central green.

BITMO installed barriers to prevent quads from using the ginnel from Windmill Close to Belle Isle Road by quads on 23 September. As the work was being carried out masked young men on quads approached and said they would remove the barriers. They were removed later that day. BITMO and Mears have now agreed to put in A-gate barriers which will be installed more securely to prevent them being removed or cut off.

Conclusion

There remain opportunities to improve performance, but overall performance is good, and compares favourably to local comparators.

Recommendation:

Board is asked to NOTE and ACCEPT the report.

Notes:

3. Five Year Plan Review

BITMO

Board of Management Report



Meeting Date: 30th January 2025

Report Title: 5 year plan review

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

The report provides a review of progress made against the five-year plan approved by the Board in 2020. It summarises the key projects undertaken and provides a “rag” rating for the extent to which they have been delivered successfully. Successful impact is difficult to assess as there are very few objective quantifiable data points that can be gathered.

The evaluation shows that the areas of greatest activity and delivery have been in relation to the “Getting the Basics Right” work stream, which is evidenced through strengthening performance across all parts of the business, “Empowering our Community” which has led to a significant refocus in community development activity, increased tenant involvement, auditable influence and change and increased use of the GATE by a broader demographic, and the BITMO People workstream which has delivered significant improvements in colleague engagement.

Recommendations:

Board is requested to discuss and accept the report.

Equality Diversity and Inclusion

No elements to report.

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			✓
<p>The five year plan covered activities designed to improve customer service, stock knowledge and investment and empowering the community thereby having direct relevance to the consumer standards.</p>			

Introduction

At the Board strategy away day Board identified that they would like to receive an evaluation of the achievements made as a result of the five year plan in place, in order to consider what the plan for the next five years should comprise. The Board may ask itself was this five year plan the right one? Did we focus on the right things? What do we want to change in the future?

Key issues

The themes of the five year plan flowed from our three objectives:

- Being well run
- Safer stronger greener
- High quality services

The themes are “Getting the basics right” “Our green agenda”, “Digital inclusion”, “Bitmo people” and “Empowering our community” . The actions ascribed to these themes were not established with key success criteria from the beginning and therefore any evaluation of success is subjective.

In future the strategic plan will articulate the key success criteria against which measurement will be done.

Getting the Basics Right - This work stream focuses on improving operating procedures, customer information and staff training. During the life of the plan, we have carried out a review of our income collection approach, void management, and our compliance arrangements, identifying various weaknesses which were reported to board and corrected. We reviewed our caretaker offer, and amended the job descriptions to reflect the variety of tasks they carry out and the skills needed. We created standard operating procedures for our customer assistants and retirement life colleagues, and carried out policy reviews in relation to complaints, ASB, fencing, gardens, disabled adaptations, attendance, and the repairs offer, creating an enhanced offer. We also worked with colleagues to improve the one to one and appraisal processes.

The impact of this work stream can be seen in improved business performance across most metrics.

Our Green Agenda - This workstream is the one where perhaps the least has been achieved. This is partly a result of a lack of clarity around priorities, and poor stock condition data that would enable us to target investment in the stock. That said we have completed thermal imaging surveys and made positive decisions to reduce use of plastic, paper and fossil fuels within the office. We have also carried out thermal efficiency investment works. It should have been possible to estimate the reduction in carbon footprint as a result of this work if we had measured the change in use of supplies. We did not do this but will do so in future.

Digitally enabled - This workstream was developed in response to the concern that a significant proportion of people living in Belle Isle are digitally excluded, and this has a detrimental impact on their ability to obtain access to essential services and to engage with a changing environment. It also has an impact on employment opportunities. We launched various projects under this work stream. The digital health project was designed to roll out devices to give people access to online health and well-being services. This project was not evaluated, and it is not possible to comment on its impact.

This workstream also incorporated improvements in use of IT among staff, and this has proved more successful. We are largely paperless now, and staff are very accustomed to using on-line customer contact recording tools to log interactions, meaning that our operation is more efficient and risks around customer service are better managed than previously.

Empowering our community- As a tenant led organisation empowering the community is key to our purpose. This workstream sought to meet community needs, As a result of this we drastically increased the level of community consultation and engagement, and participation in community activities. The governance review in 2024 identified weaknesses in the engagement of Board members, and work is underway to address this. Key metrics in relation to this include attendance at Board meetings and participation in development and appraisals which remain an area requiring improvement.

BITMO People - this workstream is about creating a positive organisational culture where everyone's contribution counts, and people are given the opportunity to develop their potential. Changes in staff satisfaction and are evidenced through the annual Work Buzz survey and changes in staff well-being are evidenced through significantly improved attendance figures.

A new vision for 2025 -29

At the Board strategy away day we discussed whether our current mission statement and objectives are still meeting our needs and reflect the evolution of BITMO in the last twenty years and reflect its current success and ambition. The organisation has changed since the original mission statement and objectives were created. It is recognised and evidentially a well-run organisation that is delivering excellent services. We are doing things now that we haven't done before. BITMO is in a good place and we want to make sure our mission and objectives reflect the positivity and optimism of the organisation and its leadership.

Our existing objectives feel like the bare minimum anyone would expect. Of course we want to be a well-run organisation. Of course we provide high quality services.

A working group of Board members and managers has built on the discussion at the away day and developed it as follows:

BITMO's mission is: **to build a safer stronger greener Belle Isle, where people want to live** - we think adding on the piece about people wanting to live here reflects the pride we feel, community pride, and the high demand we experience for our housing.

Our objectives could be:

- **Building tenant control** - This puts tenant control front and centre and is absolutely what we are about
- **Invest in people's homes** – This gives a clear focus on stock condition, investment and safety, and emphasises the importance of the people who live here.
- **Help people to live well** – This gives a focus to how everything we do as TEAM BITMO puts the customer first, whether we are in repairs or community development, rents or tenancy support, what we do is help people

Board are asked to approve this amendment to our mission statement and objectives, or to suggest alternatives. When a decision is made our next 5 year plan will hang from these objectives and will incorporate the actions from the existing five year plan that the Board wish to continue.

Conclusion

The five year strategic plan developed in 2020 set out projects designed to underpin BITMO's core objectives. Detail of the plan is provided below and rag rated. It is reasonable to conclude that the plan was broadly successful, as the overwhelming majority of projects were delivered, and customer satisfaction, and business performance are strengthening. This is extremely unlikely to be a coincidence, however Board are particularly keen to see a quantifiable impact assessment, and this is understandable and ideal. In future iterations of the strategic plan greater thought will be given to measures of success and how these can be quantified from the outset. A new 5 year plan will be developed and presented to the Board in March.

Recommendation:

Board is asked discuss and ACCEPT the plan.

Notes:

4. Strategic Risk Register

BITMO

Board of Management Report



Meeting Date: 30th January 2025

Report Title: Strategic risk register

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

The report provides an updated strategic risk register that captures the key risks to the organisation. The risk map was considered at the Board Strategy Away Day and Board were asked to consider whether the level of detail was correct, and whether the risk level attributed in the map was appropriate. As a result of this exercise the risk map has been re-drawn taking out a large number of low level operational risks. The exercise relies upon the sector risk map produced by the Regulator and is benchmarked against the risk maps of two reputable social housing providers to ensure that it is comprehensive, suitable and fit for purpose.

The risk map links to the Consumer standards self-assessment and improvement plan, and the suggested revised organisational objectives that are presented for approval elsewhere on the agenda.

Recommendations:

Board is requested to discuss and ACCEPT the register.

Equality Diversity and Inclusion

The risk map recognises the risks of not having comprehensive customer information and not being able to evidence equality of outcomes in our operation as a result.

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 risk map covers all the regulatory and governance and financial risks faced by the organisation.			

Introduction

Our five-year plan identifies our mission and objectives, and each yearly plan will outline the activities to be undertaken to deliver against it.

In striving to achieve our objectives, BITMO is exposed to a diverse variety of risks.

Effective risk management requires internal control and assurance processes to be embedded in the operations and culture of the organisation.

Definition of risk

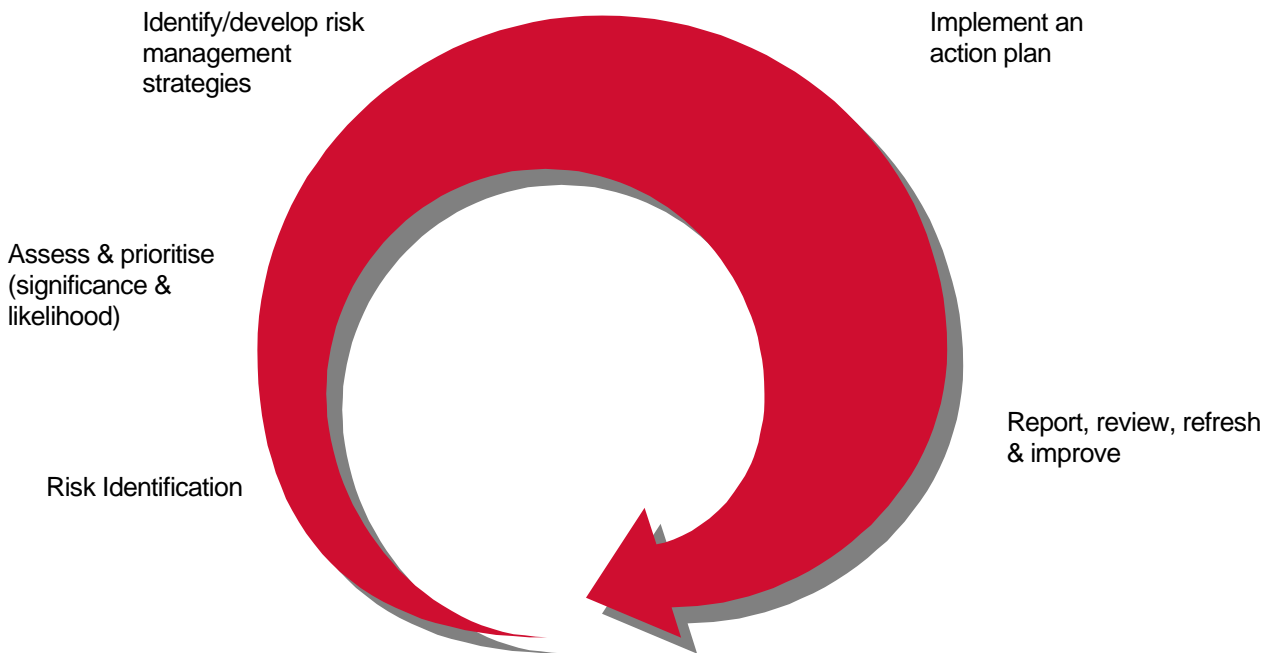
To implement a successful risk management policy, it is necessary first be clear on what is meant by risk. Risk can be defined as:

“An event or action that may adversely affect an organisation’s ability to survive and to maintain its financial strength, positive public image and the overall quality of services, and outcomes.

Business risk can arise from failure to exploit opportunities as well as from threats materialising.”

Risk is an event or uncertainty that may enhance or impede our ability to achieve our current or future strategic objectives.

The risk management cycle



How we manage risk

The key to successful implementation of risk management procedures is the embedding of the process within the organisation. This will be carried out as follows:

- Communication of Board's risk management policy at all levels
- Clear guidelines on responsibility for risk
- Linking objectives to colleague actions through training and one to ones
- Continuing climate of openness and honesty
- Ensuring Board and colleagues have the skills to address risk.

In ensuring our risk management approach operates effectively, we work towards achieving our objectives, seek to avoid financial loss, provide early warning of problems, and prioritise use of resources to confidently exploit opportunities. Some amount of risk taking is always necessary. To avoid risk altogether would mean doing nothing at all which in turn will lead to the organisation achieving nothing over and above that which it could achieve without being a TMO.

The benefits of effective risk management are numerous:

- Supports strategic planning.
- Improved communication between teams
- Supports effective use of resources.
- Promotes continual improvement.
- Helps focus internal audit.
- Fewer shocks and unwelcome surprises
- Reassures stakeholders.
- Enhances ability to seize opportunities.

Categories of risk

Risks can arise in a number of ways. It is worth bearing in mind that primarily risk will arise from a source or lead to a particular effect. The key categories of risks that we need to consider are:

- **Strategic risk** – the risk of doing the wrong thing.
- **Operational risk** – doing the right thing the wrong way.
- **Compliance risk** – laws and regulations
- **Financial risk** – robust internal financial control
- **External risk - Political, Environmental, Socio-economic, Technological**

Social housing is subject to constant changes from government and socio-economic factors, and this requires us to effectively monitor and manage risk. Tenant management carries additional risks.

The table below provides a summary of the most common categories of risk with examples.

CATEGORY OF RISK	
Political, Environmental, Socio-economic, Technological	
1. Infrastructure	Relating to infrastructures such as transport systems for staff, power supply systems, suppliers, business relationships with partners, dependency on internet and e-mail
2. Economic	Relating to economic factors such as interest rates, exchange rates, inflation
3. Legal and Regulatory	Relating to the laws and regulations which if complied with should reduce hazards (E.g. – Health and Safety at Work Act)
4. Environmental	Relating to issues such as fuel consumption, pollution, carbon emissions
5. Political	Relating to possible political constraints such as change of government.
6. Market	Relating to issues such as supply chain costs and supply of goods
7. “Act of God”	Relating to issues such as fire, flood, earthquake also known as “force majeure”
8. Personnel	Relating to the availability and retention of suitable staff
9. Health and Safety	Relating to the well-being of people
Financial	
10. Budgetary	Relating to the availability of resources or the allocation of resources
11. Fraud or theft	Relating to the unproductive loss of resources
12. Insurable	Relating to potential areas of loss which can be insured against
13. Capital investment	Relating to the making of appropriate investment decisions
14. Liability	Relating to the right to sue or to be sued in certain circumstances

Operational	
15. Policy	Relating to the appropriateness and quality of policy decisions
16. Operational	Relating to the procedures employed to achieve particular objectives
17. Information	Relating to the adequacy of information which is used for decision making
18. Reputational	Relating to the public reputation of the organization and consequent effects
19. Transferable	Relating to risks which may be transferred or to transfer of risks at inappropriate cost
20. Technological	Relating to the use of technology to achieve objectives
21. Project	Relating to project planning and management procedures
22. Innovation	Relating to the exploitation of opportunities to make gains

Assessing the impact of risk

In assessing the impact of risk, management must assess the **significance** of the risk as well as the **likelihood** of its occurrence. This enables the **gross risk** to be assessed.

Significance is the assessment of the financial and reputation effect of the risk and can be assessed as high, medium or low.

High significance – catastrophic – seriously threatens the viability of the organization’s objectives if not controlled.

Medium significance – damaging – substantial effect but not threatening the viability of the organization’s objectives if not controlled.

Low significance – noticeable – noticeable but little effect on our objectives if not controlled.

Likelihood or probability is assessed as follows:

High – Likely to happen in the next 3 years.

Medium – could happen in the next 3 years.

Low – surprising if it happened in the next 3 year.

Risk management strategies

In adopting risk management strategies in response to the risk, we have a number of choices to make:

Accept– an informed decision (risk appetite) as the cost of managing the risk may outweigh the impact if the risk crystallises, or risk is below the tolerance level. By far the greater number of risks will belong to this category.

Transfer – shift the risk to another party e.g. insurance or joint venture

Eliminate – unacceptable, therefore cease activity. This is also known as risk avoidance. It should be remembered that the option of termination of activities may be severely limited for us.

Mitigate – accept the risk and reduce it to an acceptable level through internal control procedures. Internal controls are the actions that we take to reduce the likelihood of the risk occurring or the impact it has if it does occur.

Insure – This might be done by conventional insurance and will involve a cost/benefit analysis of the likelihood and effect of the event occurring compared to the costs of insuring against the event.

The majority of risk management strategies that BITMO uses are mitigation.

Board reporting

The full updated Strategic Risk Register is detailed per Appendix 4.

A minimum of the top 10 risks identified will be reported to the Board on a quarterly basis. All risks identified as having a high or medium net risk will be reported separately to ensure that they are prioritized and monitored effectively.

The controls identified to mitigate the risk will be assessed both internally and as requested on occasion by our internal auditors. Where control failures are identified these will be highlighted and reported to Board.

Recommendation:

Board is asked to Note and ACCEPT the report

Notes:

5. Local Lettings Policies

BITMO



Board of Management Report

Meeting Date: 30th January 2025

Report Title: Local Lettings Policies

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

BITMO allocates the properties it manages in accordance with the LCC lettings policies. In addition to this it operates five local lettings policies (LLPs). The Council is reviewing the approach to local lettings policies, and it is appropriate that when this is concluded that BITMO to review and reconfirm where appropriate the LLP's that it operates. Any changes that are recommended would need to be approved by LCC before they could be adopted.

Recommendations:

Board is requested to note and ACCEPT the report.

Equality Diversity and Inclusion

The lettings policy has direct relevance to EDI. Some aspects of local lettings policies are potentially discriminatory, and where this is the case a clear and well evidenced justification needs to be in place for it to continue.

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 tenancy standard sets the requirement for how properties are allocated and how tenancies are managed. The report discusses the features of the local lettings policies that BITMO uses and makes recommendations for future policies.

The transparency influence and accountability standard requires that housing providers have clear policies and standards for the services they provide and that tenants are consulted and able to hold the provider to account for the way in which services are delivered.

Introduction

The purpose of the report is to make Board aware of the local lettings policies operated in BITMO and the issues around them.

Background

Local lettings policies provide an additional set of criteria to the main local authority lettings policy to prioritise applicants with certain characteristics, over others. The characteristics identified are typically age, household formation, community connection, child density, current living situation, employment status, tenancy history, criminal record, or support needs. The purposes of local lettings policies vary, but they are usually used to ensure a balanced community, the sustainability of an area, to minimise ASB, reduce turnover or limit access to housing of certain groups of people.

Local lettings policies can be positive. They can also be negative, and some criteria are potentially unlawfully discriminatory. For this reason, they are often controversial. Leeds City Council is currently reviewing local lettings policies, and we are involved in that work. It is likely that some local lettings policies such as those based on age will be removed or modified.

BITMO LLPs

BITMO does not operate additional local lettings policies in the majority of the stock.

The six that we do operate are:

1. 179- 201 Aberfield Drive -age 40+ access to a child aged 10+
2. 155 – 177 Aberfield Drive - age 35+
3. 46-68 Winrose Drive -Employment + local connection
4. 1-17 Windmill Close – Good neighbour
5. Flats above sheltered flats - age 55+
6. Bungalows - retirement life age 55+.

Key issues

Age restrictions: The intended purpose of an age restriction is to avoid “lifestyle clashes” typically in flatted developments. While age is not a reliable indication of behaviour and certainly no guarantee that tenancy issues and ASB will not occur, we do find that in flat blocks where there are additional criteria such as age, the tenancy management issues are fewer.

Employment: The justification for this is around lifestyle clash and we would wish to retain this and extend it to achieve a balanced community.

Local connection: The purpose of a local connection is to limit access to housing of people from outside the immediate community, to retain housing for the original community. It may well mean that people with a lower level of housing need are prioritised over people with greater housing need. We do not see a benefit to this criterion.

Good Neighbour: The good neighbour policy requires that a person has not committed serious ASB or a criminal act in the Belle Isle area. However, they may have an extensive criminal history relating to another area of Leeds. Our experience is that the local lettings policy relating to being a good neighbour is ineffective because of this.

A better alternative to the good neighbour policy is the “Good tenancy record” policy. This enables the provider to obtain information about the previous tenancy history. We do not currently operate this policy but would wish to introduce it in a large proportion of our stock.

Conclusion

We are involved in the review of LLPs with Leeds and anticipate that changes will be made. We will revert to the Board when the outcome of the review is known.

Recommendation:

Board is asked to ACCEPT the report.

Notes

6. Tree Nursery and Parkside Hub projects

BITMO



Board of Management Report

Meeting Date: 28th November 2024

Report Title: Tree Nursery and Parkside Hub projects

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

An update on the projects previously brought to Board, where further investigation was authorised.

Recommendations:

Board is asked to discuss and guide further development.

Equality Diversity and Inclusion

Both projects will require Equality & Diversity Impact Assessments. The aim is for both facilities to be as accessible as possible.

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	

6.1 Tree Nursery

A minimum 5 year tree nursery project is proposed on unused land in Belle Isle LS10 3AH.

The nursery would be a tree growing space, horticultural demonstration site and training venue. It would:

- (i) provide trees to help work addressing the climate emergency declared by LCC in 2019
- (ii) run workshops on tree husbandry for local residents
- (iii) grow various species of fruit and other trees and have a wild border area to aid bio-diversity.

Belle Isle Tenant Management Organisation (BITMO) has been discussing with Fruit Works Co-operative a project proposal to turn an unused site into a productive green asset for part use for the local community. The site is a one-acre area of land between Belle Isle Parade shops and Winrose Hill road. The land has been unused for many years, has no public access and has not been considered suitable for housing due to a restricted access.

Fruit Works have worked with BITMO to plant 4 community orchards in Belle Isle since 2022 and have plans to plant more orchards and 32 standard trees in the next year.

[Fruit Works Co-operative](#) is a social enterprise helping people in Leeds and Bradford to plant and maintain fruit trees. Fruit Works Co-operative is the trading name of Woodhouse Community Growers (company no. 08562208 in England)

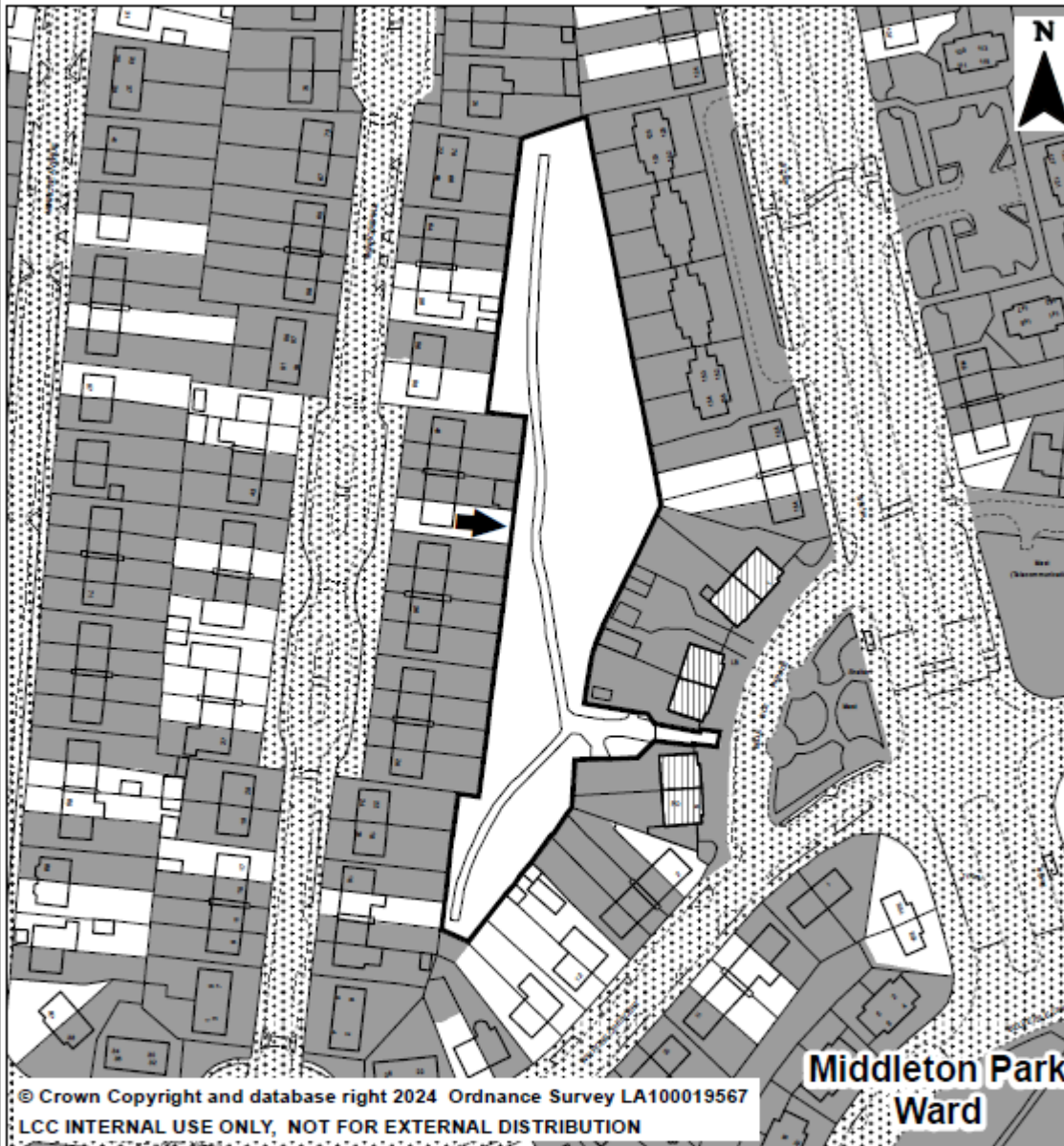
The proposed nursery would supply trees for their planting projects around Leeds and Bradford, as well as for retail and wholesale customers and for BITMO's own tree planting projects in Belle Isle.

There would not be any tall trees on site. The proposal is for a tree nursery, so young trees would be dug up and moved off site. They would also be growing fruit bushes

Part of the proposal is that Fruit Works would make fruit trees and bushes available to BITMO tenants at low or no cost, or provide free trees for BITMO to plant. The site would also be used for occasional training sessions, so that people can learn how to grow and care for fruit trees.

Local consultation has been conducted and has produced very positive results so far with no objections.

**TREE NURSERY AT LAND ADJACENT BELLE ISLE PARADE
BELLE ISLE
LEEDS
LS10**



SUBJECT SITE	LAND OWNED BY LEEDS CITY COUNCIL	LAND LEASED OUT BY LEEDS CITY COUNCIL
WARD BOUNDARY	EXTENT OF ADOPTED HIGHWAY	

Leeds
CITY COUNCIL

0 5 10 20 30 40 Metres

PREP BY	A HUSSAIN
DATE SAVED:	06/01/2025
OS No:	SE3130
SCALE	1:1,250
PLAN No	14822/A

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Following discussion about the project at the last Board meeting, Leeds City Council (LCC) has been approached for comment on the matter. Any agreement for exclusive use of the land for a period of time would need to be agreed by LCC.

Discussions have taken place with a senior Leeds Investment Strategy officer and advice has been obtained as to the procedures to be followed.

A business case needs to be submitted to LCC. A lease of 5-10 years could be applied and LCC would draw up the lease. Separate legal costs would be needed for the 3rd party. There would be an administrative fee of between £500-£1,000. Rent could be nominal if a suitable public benefit case was made. LCC need to normally get best value from the disposal of any assets unless a 'less than best value; case is made.

As well as the lease between Fruit Works and LCC, there would need to be a separate Memorandum of Understanding between Fruit works and BITMO as to what each part obtains from the arrangement.

An open day for all to get to know the site and proposal will take place on Saturday 18th January. Consultation with local residents has been overwhelmingly supportive with no objections raised.

The results of a survey for the provision of water to the site is awaited.

Fruit Works has stated that Belle Isle estate will benefit from the nursery by the annual provision of trees for the state and for individual residents.

A proposal for the project will be placed before an LCC Asset Management Panel Meeting on 11th February 2025 in order to see if the proposal would be acceptable to LCC.

Recommendation:

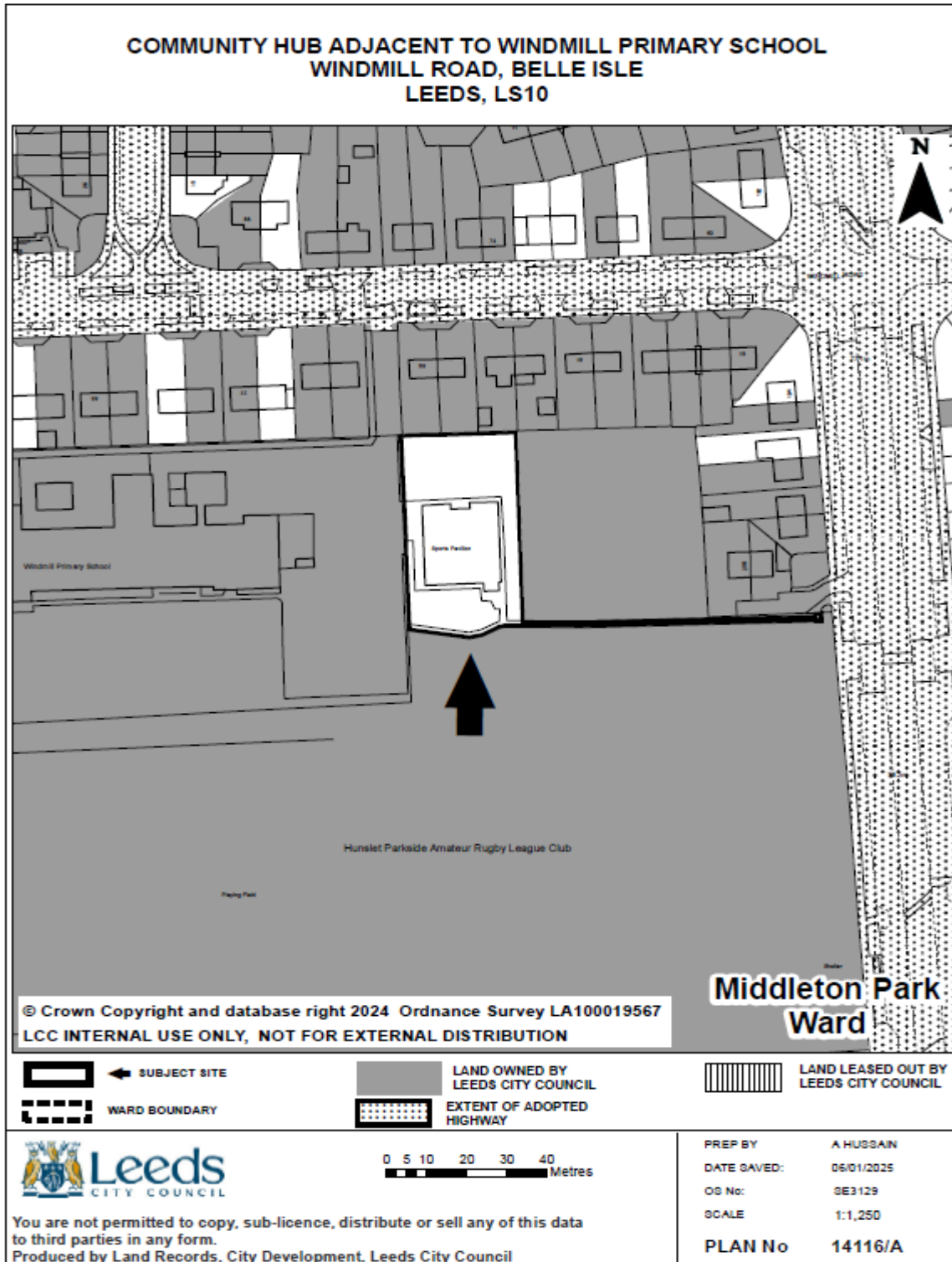
Board is asked to ACCEPT the report.

Notes

6.2 Parkside Hub

Parkside Hub is the community building previously used by the Hunslet Club as changing room facilities. The building was vacated on 10th December 2024 and Belle Isle TMO has been asked to consider securing a lease for further use as a community hub run by BITMO. The project proposal offers the prospect of continued and enhanced use of a valuable community hub building on the Belle Isle estate.

It is located at LS10 3HQ, next to Windmill Primary School – see below.



Weekly roller skating activities have been undertaken in the building recently, as well as other activities. It was used for the Belle Isle Community Gala in July 2024. The building had been due to be put into void and shut down, but this is currently on hold.

An open invitation has sent via social media for people to visit the site on Saturday 18th January to look at the potential for this site.

Leeds City Council has given some input into the proposal to create a Community Hub at Parkside operated by BITMO.

The obligations of such a venture need to be considered in detail. If agreement was reached for a lease then it is likely that the organisation taking on the lease would be responsible for bringing the building up to a required standard in terms of energy efficiency. The costs of doing this are being investigated at present.

Investigations are continuing as to whether the lease may be in the form of the transfer of a Community Asset to BITMO. At present the likelihood of this looks remote. The alternative might be a short term lease of the land and building. A short term lease would however be less viable financially given the likely cost of bring the building up to the required standard.

Until such obligations are known it is not thought feasible to suggest that any decision is made on this project, other than of support for the continued and enhanced use of a much loved facility.

Further details regarding the scheme are separately enclosed.

Recommendations

Board is asked to discuss and APPROVE the draft policy.

Notes

7. Finance Committee reports

BITMO



Board of Management Report

Meeting Date: 30th January 2025

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 22nd January 2025.

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	✓		

7.1 Leeds CC Management Fee

Committee and Board were previously advised that LCC had advised of a reduction in the management fee for 2025-6.

Negotiations resulted in some changes to the initial notification of a £200k reduction. Advice was taken to ensure that all relevant issues were addressed. Adjustment was made to increase the contribution towards anti-social behaviour work. An application was also made for the calculations to include further overhead costs for finance, human resources and overheads. This application was based upon professional advice.

LCC subsequently notified BITMO that the review of the fee would be postponed and would now relate to the financial year 2026-27 rather than 2025-26. Discussions would resume in due course.

Recommendation:

Board is asked to ACCEPT the above report.

Notes:

7.2 Revenue Accounts

7.2.1 Revenue Management Accounts 2024-25

Belle Isle TMO

Management Accounts for the period ending 31st December 2024

Expenditure	Budget £	Year to Date Budget £	Actual Spend £	Variance	Notes
RESPONSIVE MAINTENANCE	1,574,133	1,089,828	1,030,554	59,274	1
CYCLICAL MAINTENANCE	613,055	399,481	393,018	6,463	2
TOTAL MAINTENANCE`	2,187,188	1,489,309	1,423,572	65,736	
Community Development	258,434	195,638	183,858	11,780	3
INCOME AND TENANCY	300,042	225,032	222,730	2,302	4
TENANCY SUPPORT	260,639	195,479	188,750	6,730	5
RETIREMENT LIFE	108,989	81,742	83,144	(1,402)	6
CORPORATE RUNNING COST	196,788	150,535	167,987	(17,452)	7
CORPORATE STAFFING COST	411,480	312,360	296,539	15,821	8
SERVICE LEVEL AGREEMENTS	61,012	45,759	45,759	0	
DEPRECIATION					
TOTAL EXPENDITURE	3,784,572	2,695,854	2,612,340	83,515	
INCOME					
Management Fee and Other Income	3,769,924	2,820,408	2,853,520	33,112	9
OPERATING SURPLUS/(DEFICIT)	(14,648)	124,554	241,181	116,627	
Thermal Efficiency	(200,000)	(100,000)	(100,000)	0	
Community Fund Costs	(60,000)	(44,464)	(35,278)	9,186	
(Deficit) after exceptional items	(274,648)	(19,910)	105,903	125,813	

Notes:

1. Responsive Repairs

Underspend of £59.3k is largely due to fewer void works than anticipated.

Repairs on Void Properties is underspent by £51.7k. This budget is allocated on a straight line basis (equal amounts per month) except for bespoke schemes. The numbers of voids for 2023-24 was approximately 116, compared to 45 for the 6 months to 30.9.24 (90 annual equivalent).

There is an underspend of £10k on repairs by other contractors. This mainly on Asbestos Surveys

Lease of vans (shared equally with Cyclical Maintenance) is £4.6k underspend as the lessor has refunded for less mileage than what the annual charge was based on.

£17.7k more was capitalised for staff time from April to December between Responsive Repairs and Cyclical Maintenance.

2. Cyclical Maintenance

The Cyclical Maintenance budget is underspent by £6.4k. This is after an overspend of £14.4k on salaries due to agency cost for temporary cover of a post. Planned Maintenance is underspent by c£17.3k. Caretakers cost, including salaries, is underspent by £3.2k

3. Community Development (GATE)

Community Development budget is underspent by £11.8k. This is mainly on staffing cost (£9.8k) because of pension scheme opt-outs. Running costs were overspend by £900 and £3k is underspent on events.

4. Income and Tenancy

Underspend of £2.3k is mainly on payroll which is underspent £800 and Running Costs which are underspent by £1.4k.

5. Tenancy Support

Underspend of £6.7k is mainly on payroll pension scheme opt-outs.

6. Retirement Life Support

Overspend of £1.4k is mainly on Running Costs.

7. Corporate Running Cost

Corporate Running Cost budget is overspent by £17k. This overspend is after unbudgeted expense on office carpets and external painting of the Aberfield Gate offices building and recruitment cost.

8. Corporate Staffing Cost

Underspend of £15.8k is largely on payroll cost (£13.5k) mainly due to an unfilled post.

9. Income

Income in first six months was £33k more than budgeted. This is almost all due to £30.1k more incentive payment for fewer void properties than target allowed.

Recommendation:

Finance Committee recommended ACCEPTANCE by the Board of the Revenue Management Accounts for the 9 months to 31.12.24.

Notes:

7.2.2 Revenue Draft Budget 2025-26

Following discussion on the Management Fee details above, notification has been received from Leeds City Council as to the provisional budget allocation for the next financial year.

2025/26 Estimate	£000s	Comment
Management Fees		
Management	1,450.38	5% increase (3.5% pay award 25/26 plus NI increase)
Sheltered Support	86.57	5% increase (3.5% pay award 25/26 plus NI increase)
Welfare Change - 2.5 C3 posts	89.2	5% increase (3.5% pay award 25/26 plus NI increase)
Sub-Total	1,626.14	
Maintenance		
Maintenance	2,217.57	3% Increase
	2,217.57	
Total	3,843.71	

As always this budget allocation is provisional until the final Housing Revenue Account budget is agreed at Full Council which will take place on Wednesday 26th February 2025.

Note: NI stands for National Insurance – increased by 1.20% in the last Government Budget Statement.

The overall increase in the management fee would be £142,020 (if the void incentive targets are excluded). This would equal some 3.8% overall of the fee from last year.

There is an assumption by LCC that salary costs will increase by 3.5% (discussions underway with unions) and that other costs will increase by 3%.

The 3.5% salary figure has been adopted but in light of some uncertainty about the overall rate of inflation an increase of 4% on most non-salary costs has been assumed.

The increase in repair costs under the main contractor agreement is set at 4.1% for the year from 1.10.24. This is set by reference to the Building Constructors Industry Scheme rate as costs affect building materials etc.

Draft budgets are presented below.

The budgeted result for 2025-26 presented, achieves a break-even position, with a small surplus of £1k. There is then a projected Community Fund spend of £52k which has previously been seen by Board as a modest drawdown of reserves.

Reserves projections:

BITMO Reserves

£

Reserves at start of financial year 1.4.24	1,767,034
Target minimum reserves (potential)	(906,603)
Available	860,431
Estimated reduction 2024-5 per draft figures	15,048
Reduction (potential) 2025-26	(150,535)
	(135,487)
Projected available balance 31.3.25	875,479
Projected available balance 31.3.26	724,944

Reserves would therefore remain more than adequate given the suggested budgeted spend for 2025-26 and the expected results for 2024-5.

Board has previously agreed an injection of up to £200k from the revenue budget to aid Capital Scheme costs in 2024-25. It looks likely that not all of this will be needed for 2024-25 and so half has provisionally been carried over as a contribution to 2025-26 (subject to Board approval).

**Belle Isle TMO
Draft Budget 2025-26 (V1)**

EXPENDITURE	Budget 2024-25 £	Estimated 2024-25 £	Variance 2024-25 £	Budget 2025-26 £	Variance 2024-26 £	Var %	Notes 25-26
Responsive Maintenance	1,574,552	1,436,162	138,390	1,493,780	(80,772)	-5.1%	1
Cyclical Maintenance	613,055	601,766	11,289	687,893	74,837	12.2%	2
Total Maintenance	2,187,607	2,037,928	149,679	2,181,673	71,233	3.3%	
Community Development	258,434	251,113	7,322	271,087	12,652	4.9%	3
Income & Tenancy	300,043	298,259	1,784	323,194	23,151	7.7%	3
Tenancy Support	260,640	251,281	9,358	323,715	63,075	24.2%	4
Retirement Life	108,989	108,729	261	117,816	8,827	8.1%	3
Corporate Running Costs	196,787	219,525	(22,738)	209,358	12,571	6.4%	5
Corporate Staffing Costs	411,480	398,564	12,916	419,776	8,296	2.0%	
Service Level Agreements	61,012	61,012	0	63,453	2,440	4.0%	6
TOTAL EXPENDITURE	3,784,993	3,626,412	158,581	3,910,071	202,246	5.3%	
INCOME							
Management Fee and Other Income	3,769,924	3,792,160	22,235	3,911,537	141,613	3.8%	7
OPERATING SURPLUS/(DEFICIT)	(15,068)	165,748	180,816	1,465	16,534		
Capital programme	(200,000)	(100,000)	(100,000)	(100,000)	100,000		8
Community Fund Costs	(60,000)	(50,700)	9,300	(52,000)	8,000	-13.3%	9
(Deficit) after exceptional items	(275,068)	15,048	90,116	(150,535)	124,534		10

NOTES 2025-26

- | | | | | |
|---|--|--|--|--|
| 1. Lower responsive repair costs expected due to consistently low voids numbers. | | | | |
| 2. Increase in cyclical budget due to continued Stock Condition work required. | | | | |
| 3. Costs increase primarily due to staff costs - inflation, increments, national insurance. | | | | |
| 4. Tenancy Support costs increase mainly due to new Coordinator post. | | | | |
| 5. Corporate Running costs are budgeted to decrease due to | | | | |
| 6. Service Level Agreements to be reviewed in 2025-26. | | | | |
| 7. Management Fee comprises 98% of income. | | | | |
| 8. Capital contribution for 2024-25 not required in its entirety, excess transferred to 2025- | | | | |
| 9. Community Fund established as a drawdown from reserves. | | | | |
| 10. Deficit stated after Community Fund and any Capital contribution. | | | | |
| | | | | |

Recommendation:

Finance Committee recommends AGREEMENT of initial Draft Revenue Budget 2025-26 to Board, subject to review in March 2025.

Notes:

7.3 Capital accounts

7.3.1 Capital accounts 2024-5

Introduction

Capital accounts for the period to 31st December 2024 are presented as a summary below with explanatory notes which explain variances from budget.

Detail

Title	Actual		Planned		Spent	Budget	Variance
	24/25	Tfr	Comm	Jan-Mar	24/25	24/25	
	(£000's)	(£000's)	(£000's)	(£000's)	(£000's)	(£000's)	(£000's)
Three Storey Blocks	1.3	- 1.3			-	-	-
Adaptations	53.6	50.3			103.9	225.0	121.1
Prior Planned Boiler Reps	0.3	- 0.3			-	-	-
Windows And Doors	-				-	20.0	20.0
Mansard Roofs	-			145.6	145.6	184.1	38.5
Roofing	-				-	15.0	15.0
Four Flat Blocks Entrances	0.6	- 0.6			-	-	-
Works To Tenanted Properties	31.8	- 30.9			0.9	-	- 0.9
Adaptations	49.0	- 49.0			-	-	-
Planned Asbestos	7.3	- 7.3			-	-	-
Boiler Replacement / Remedials	91.7	0.3	59.0	7.2	158.2	125.0	- 33.2
Rewires/ Electrical Remedials	-	12.7			12.7	25.0	12.3
Kitchens And Bathrooms	581.0	- 215.0		136.0	502.0	414.0	- 88.0
Decency Failures	2.2	- 2.2			-	-	-
Public Footpaths	-			20.0	20.0	10.0	- 10.0
Re-Pointing Scheme	-				-	30.0	30.0
External Grp Doors	7.6	- 7.6			-	-	-
Fencing	-	15.4		15.0	30.4	50.0	19.6
Asbestos Surveys/ Removals	- 0.8	7.3			6.5	25.0	18.5
Thermal Efficiency	2.7	215.0		40.0	257.7	175.5	- 82.2
Adhoc Capital	104.9	13.2			118.1	194.4	76.3
Chimneys/ Canopies	-			20.0	20.0	25.0	5.0
Fire Risk	-				-	20.0	20.0
Damp Works	-				-	30.0	30.0
Unadopted Roads	-			5.0	5.0	5.0	-
Legionella	-				-	2.0	2.0
Bitmo Voids	33.7		53.3	61.7	148.7	125.0	- 23.7
Capital Voids	-				-	-	-
Unposted capitalised salaries			28.0	28.0	56.0	-	- 56.0
					-	-	-
	966.9	0.0	140.3	478.5	1,585.7	1,700.0	114.3
Proportion of Budget	57%		8%	28%	93%		

Commentary

1. Spend on Adaptations continues to be less than budgeted and no further works are known at present.
2. Phase III of the Mansard roofs programme is due to commence from 1st March 2025 with some anticipated savings – as was the case with prior phases.
3. Kitchens and bathrooms programme has been expanded to take up some underspend on adaptations and ad-hoc works.
4. Further thermal efficiency works are due to begin shortly and further works are possible.

Overall it is anticipated that over 90% of spend should be achieved.

Recommendation:

Board is recommended to ACCEPT the report.

Notes:

7.3.2 Draft Capital Budget 2025-26

The Housing Leeds capital budget has been significantly reduced from £1.7m to £1.5m for the forthcoming financial year 2025-26. This is a reduction of some 12% and was put in place in order to help address LCC budget pressures on the Housing Revenue Account.

The reduction in capital budget would have been higher if the City-wide capital spend reduction had been applied to BITMO. It would have been some £280k but has been capped at £200k.

The capital budget has therefore been constructed with this level of funding in mind. There has therefore been a balance of the needs of the property asset portfolio with available funding.

The needs of the asset management strategy are based upon the most up to date stock condition data.

The capital programme based on the asset management strategy needs are given below.

Programmed repairs tracker	Contractor	Expected completion	2025-26 Budget	2024-25 Budget	Comments re 2025-26
Total Budget					
Workstreams			£	£	
Kitchens	Equans	23/03/2026	233,700	-	46 Kitchens replacements
Kitchens	Mears	23/03/2026	98,000	414,000	14 Kitchens replacements
Bathrooms	Equans	23/06/2025	40,000	-	10 Bathroom replacements
Boiler replacement	Sayes	23/03/2026	230,400	125,000	128 Boiler replacements
Mansard roofs	LBS	30/10/2025	145,600	184,100	14 Mansard Roofs
Thermal Efficiency works	Mears	23/03/2026	200,000	175,500	
Windows	Mears	23/03/2026	66,000	20,000	30 Window replacements
Front Doors	Mears	23/03/2026	38,500		35 Front Door replacements
Back Doors	Mears	23/03/2026	24,000		24 Back Door replacements
Side Doors	Mears	23/03/2026	14,000		14 Side Door replacements
Re-wires	Mears	23/03/2026	128,000	45,000	
Adaptations	Mears	23/03/2026	75,000	225,000	
Adaptations	LBS	23/03/2026	75,000		
Footpaths/roads		23/03/2026	20,000	15,000	
Other roofs*			50,000	40,000	
Voids			-	125,000	
Asbestos			-	25,000	
Fencing			-	50,000	
Repointing			-	30,000	
Miscellaneous Decency Failures*			50,000	226,400	
Total			1,488,200	1,700,000	

Commentary

1. Kitchens and bathrooms figures for 2024-25 are not split between contractors or between kitchens and bathrooms.
2. The level of boiler replacements increases in 2025-26 in accordance with stock condition data.
3. Thermal efficiency works includes an element of roofing, windows, repointing etc.
4. Rewires budget increases in 2025-26 as 31 properties identified for such work.
5. Asbestos work relates to voids.
6. No known major fencing works anticipated for 2025-26.
7. Void works will be taken from individual item budgets as required and numbers will be released to contractors accordingly. A number of relevant items will therefore be held in reserve to be fed into void works.

In addition to the draft budget figures above, further spend will be put in place if the £100k contribution is agreed to be carried over from the Revenue account for the current year.

Recommendation:

Committee is asked to recommend AGREEMENT of initial Draft Capital Budget 2025-26 to Board, subject to review in March 2025.

Notes:

8. Board forward plan

BITMO



Board of Management Report

Meeting Date: 30th January 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 2025-26 year, to the AGM.

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

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

9. Any Other Business

Date of Next Meeting: Thursday 27th March 2025 at 6.00pm

APPENDIX 1

BOARD

MINUTES

28th Nov 2024

**BELLE ISLE TMO
FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 28th November 2024**

Present: Harry Austin
Jean Burton
Margaret Brown
Kim Asquith
Trevor Brown
Sharafath Ghafiri
Ashley Knowles
John Oddy
Gerry Roberts
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

Presentations

1. Hunslet and Belle Isle Community Project – An update on BITMO grant funding for sports activities was given by Ben Hutchinson. The project was very successful. Ben was thanked by the Board.

2. Fruit Works Cooperative – Gini Morandi and Alan Thornton outlined the proposed case for a tree nursery on unused land in Belle Isle LS10 3AH.

It was explained that the land had been unused for some 10 years and that there were hitherto no plans to use it for any specific purpose. Plans of the proposal were provided to Board members. The site would grow fruit and other trees to sell to the public. It would also be used as a demonstration site to help people grow food and would be a training venue. There would be benefits to residents of Belle Isle in terms of tree provision on the estate and the planned training opportunities.

Q. Did Fruit Works know how many workshops could be catered for?

A. This will be responsive depending upon demand.

Q. Who would pay for water usage on site?

A. Fruit Works.

Q. Where will the water meter be?

A. At the entrance to the site.

Q. What would be the length of lease?

A. Five years plus proposed.

Q. How many volunteer hours a week will be needed to tend the site?

A. 1-2 people one day a week.

Q. What happens if the volunteers are not available?

A. Some labour will come from training courses and so will not be reliant on volunteers.

Q. Will there be any storage on site?

A. A shipping container.

Q. How tall will the trees grow?

A. They will be extracted after 2 years and so will not be tall.

Q. How many trees could be supplied to Belle Isle?

A. Possibly 100 uncaged, or 19 caged trees.

Q. How big is the organisation?

A. Five people.

Q. Where does income derive from?

A. from contracts and grants.

Q. How will a projected funding gap be addressed?

A. By modest trading income projections as well as funding streams.

3. Parkside Hub – Cllr Emma Pogson-Golden outlined the potential for community activities at the building located at LS10 3HQ. It was reported that there was lots of interest in people using the building and it was being used daily.

Q. Would the building be kept as it is?

A. Yes but it would need to meet energy efficiency standards.

Q. What is the current cost of the lease and would it have repair obligations?

A. Not yet known. LCC Asset Management have not yet conducted a rating. A peppercorn rent would be requested on the basis of the building being of little market value.

Q. Is BITMO being asked to undertake the project in its entirety?

A. Confirmed as BITMO would potentially be the lease holder.

Q. A refurbishment cost will be significant and will need to be obtained before any decision is reached.

A. Agreed.

4. Bitesize Training – was conducted by the CEO via item 4 on Tenant Engagement and Influence.

Apologies

Apologies had been received from Julie Rhodes, Tracy Morris, Emma Walkley, Rose Hodgkinson and Shannon Ferry.

Questions from the Public

There were no questions from the public raised before or at the meeting.

1. Issues raised by Board Members for the Agenda

The CEO noted with regret the retirement of Leon Kirkham as Board Member and longstanding Chair on 18th November for personal reasons. Leon has been a true champion of the organisation and it is hoped that he may possibly be able to serve again at some future point.

An interim chair was proposed until a special general meeting in the Spring where constitutional amendments would be sought in line with enhancing governance structures. There had been one expression of interest in fulfilling that role - from Harry Austin.

Recommendation for Approval

The Board were asked to APPOINT an interim Chair until further notice – with a spring general meeting planned to adopt governance enhancements.

Harry Austin was APPOINTED as Interim Chair.

2. Minutes and Matters Arising

The minutes of the meeting held on 10th October 2024 were approved.

Matters Arising from the Board meeting held on 10th October were as follows:

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 Fruit Works. 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 for Approval

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

Approved

3. Operational Report

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 subset of this was presented for consideration by the board. 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.

KPI performance

The number of repairs jobs completed in accordance with contractual timescales is calculated as 93.80%, which although below target was very strong. Satisfaction with repairs completed was below target at 79%. We had 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 were trying to find out if we can present comparator information from Hunslet Middleton and Beeston to provide additional context.

There were currently 16 properties that have a gas supply but do not have a current gas safety certificate. We had 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 were making strenuous efforts to contact this group of tenants to get their supply reinstated.

Income collection remained very strong. We were 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 was above target by 8.44 days, but still significantly better than the rest of Leeds. Our relet time was reducing steadily as a result of the decisions made about how work is allocated within the team. Local areas Middleton and Hunslet had 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 were significantly behind target in completing annual tenancy contacts, but have put a plan in place to recover the situation. The most recent postholder had left the organisation, and we were 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 remained a concern. The work being carried out by the governance task and finish group was addressing this.

Results were therefore good in most areas and very good in some activity, but one area of key focus is the Annual Tenancy Check Ins. A re-structure of staffing arrangements would address this issue by the year end. A small team of temporary staff would be employed to undertake the work.

Q. The ATCI issue seemed to be a city-wide issue, but once the small temporary team had concluded – what would be the forward strategy? Will it revert to one permanent post?

A. This will be reviewed at the end of the financial year and all options will be looked at going forward, keeping within budgets.

Consumer Standards

An improvement plan was in place to strengthen our compliance with the consumer standards and progress against it was reported to Leeds through their Housing Regulation steering group. We were 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 were presented elsewhere on the agenda.

Recommendation for Approval

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

ACCEPTED.

4. Asset Management Plan

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 work has been aided by the use of a Stock Condition Officer as this data has been poor for some time. The aim is to have a 5-10 year asset plan and then commission work appropriately.

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.

The following data was presented:

Table 3. Represented the means of managing risks associated with each compliance area.

Table 4. Represented assets managed under the compliance regulations.

Table 5. Represented contracts in place to manage compliance areas

Stock investment requirements

Table 6 Represented Component replacement lifespans

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 Represented year-by-year component replacement requirements over 10 years

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 Represented costs for component replacement per year for 10 years.

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 Represented component replacement smoothed over 10 years.

Total costs over 10 years:

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. Total income per week was £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 Statutory compliance Decent Homes standard	Tenant preference Thermal efficiency	Green Spaces Reducing ASB 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.

Conclusion

The aim is to have a 5-10 year asset plan and commission work accordingly within budgets.

Costs will outstrip budgets and so prioritisation will be needed.

Where a component has a shorter life (eg boiler) we are not intending to bring replacement forward as we would not gain anything, whereas we can bring forward long life items eg roofs can brought forward as we are not losing anything

We are now in a position to spend more intelligently and make sure we are stretching out funds in an efficient way.

Q. Why is the replacement timescale for a bathroom 40 years?

A. It is an unrealistic timespan but we need to follow the industry standards adopted by LCC. In reality we may replace sooner.

Q. In the capital accounts do we get a segment for investment in properties.

A. Yes but the capital allocation will reduce to £1.5m in 2025-26.

Q. Do we have any information on the amounts that LCC is investing on the stock they hold and what strategy they are following?

A. We should receive an LCC Asset Management Strategy soon.

Q. We are training a member of staff to conduct EPC's – will they work across the estate.

A. Confirmed.

Recommendation:

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

Draft Asset Management Plan APPROVED

5. Tenant Engagement and Influence

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? (Yes when possible.)

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.

The majority of responses 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? A survey has been conducted and the majority of respondents thought that the service should be free (Yes on a flexible basis.)

2) What pests should be covered? (Especially those which could affect neighbours)

Q. How much do we spend on such services.

A. Amounts vary:

2018-19 £5,218

2019-20 £3,996

2020-21 NIL

2021-22 £90

2022-23 £297

2022-23 £2,747

2024 April to 28th November £3,943.

(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. (Yes except where real difficulties are evident through disability or vulnerability. Some gardens are large and difficult to maintain. Private gardens can be untidy. Tenants have reported that gardens need stronger action.)
- 2) Should we provide free gardening services, if so for who, and how should we fund it? (Yes if disability and financial hardship evident. BITMO garden tool library to be further promoted. There is also a garden volunteer group which may be able to help.)

(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.

Other salient points:

1. Importance of appointments for repairs and anti-social behaviour visits
2. Importance of using Calling cards
3. Importance of using Overshoes
4. Importance of post inspections
5. Too many SMS texts can be a nuisance – this is borne in mind.

Recommendation:

Board is asked to NOTE and ACCEPT the reports.

ACCEPTED and guidance given above to questions raised.

6. Tenant Engagement & Consultation Policy

The Draft Policy was presented to Board:

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

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

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		

Recommendation

Board is asked to discuss and APPROVE the draft policy.

APPROVED

7. Finance Committee Reports

7.1 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.

7.2 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.

7.3 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.

7.4 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.

ACCEPTED

8. Monitoring reports: Safeguarding & Complaints

8.1 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 was presented. There has been a decline in numbers being reported since April 22.

Board previously requested some analysis of cases over the Covid period. A chart was supplied which detailed the number and types of cases from 2018-19 to date. There was a clear increase in the number of Domestic Violence cases in 2020-21, at the time of the two lockdown periods.

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.

8.2 Complaints

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

Complaint detail for the period 1.4.24 to 30.9.24 was presented.

An annual analysis was also given showing complaints ranging from 26 to 54 per year.

Conclusion

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

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

Stage 1	95%
Stage 2	100%

Recommendation:

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

ACCEPTED

9. Digital Services Offer

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 were given.

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 was asked to discuss and ACCEPT the report.

ACCEPTED

10. 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

11. Any Other Business

Appointment of Interim Chair – see above.

Date and Time of Next Meeting:- 30th January 2025 @ 6.00pm

APPENDIX 2

ANTI-SOCIAL

BEHAVIOUR

WORKSHOP

ASB WORKSHOP

Purpose

On 23rd October 2024 we invited all tenants who had reported ASB in the previous 12 months to attend a meeting to share the results from the consultation conducted by Leeds City Council. We also discussed what they felt were the main areas of concern in the Belle Isle area and how we manage complaints based on their experience.

15 Invites were sent, and 4 tenants responded.

On the evening 2 tenants attended, and we spoke with a further tenant over the phone a couple of days later as they were unable to attend on the day.

The workshop consisted of a presentation produced by Leeds City Council following the recent consultation and a conversation around how these results compared to their experiences.

1. How easy or difficult is it to report ASB to us?

Responses

Not easy to report - Discussed the ways that tenants can access our services, either by phone, in person or via our website.

Takes too long – explained why it can take time to gather evidence such as diaries as we need to be able to establish that it does meet the threshold for ASB so that it can be dealt with correctly.

Leave messages and no one gets back to you – there is no reason this should be happening, we may not always be able to respond immediately but you should have your call acknowledged, and we will look at how this can be better managed.

No out of hours – our office hours are 9 – 5 Monday to Friday, if anything happens outside these times and it is of a criminal or threatening nature then the police should be contacted. If not keep diaries/records and report once the office is open. The Leeds City Council Out of Hours Noise Nuisance line is no longer available, but you can still report noise nuisance online at [Decision Tree - leeds.gov.uk](https://www.leeds.gov.uk/decision-tree)

Fear of reprisals – reporting ASB can make people feel quite vulnerable and afraid that in doing so may cause further problems. We appreciate that this can be difficult but without reports being made and evidence provided we are limited in what we or the police if it is of a criminal nature can do. If they want to report anonymously we can report of their behalf any intelligence to the police or they can go to the Crimestoppers website, or if it's not considered a criminal matter that requires police intervention we can discuss with them ways that we might be able to get information so that it appears that the report is from housing, but ultimately we need tenants to be reporting to us.

2. What forms of ASB concern you the most?

Responses

Noise – discussed the changes towards how noise nuisance will be dealt with going forward and that anything considered to be day to day, or one off will not result in any further actions been taken, this could include but not restricted to dogs barking, children playing, TV or music noise, electrical appliance noise, occasional parties etc.

Abusive behaviour – If you feel or are threatened then the police should be notified, followed by reporting to our office as there may be tenancy action that can be taken. All reports of ASB are taken seriously and will be triaged to decide who is best placed to deal with the matter which could include the Leeds Anti-Social Behaviour Team (LASBT).

Quads/illegal bikes –Groups of Youths (feel intimidated) – these types of complaints are usually dealt with by our community partners such as Safer Leeds or the Police. Again, these can be reported directly or anonymously. Gathering intelligence is particularly important as it can identify where serious crime is happening/developing and enable the police to resource more effectively.

Safety and Security - personal safety and property security, feeling unsafe in the community. Again, reporting any incidences so that we ensure that they are properly recorded, and any support needs are addressed.

3. Do you know what is and how to report a Hate Crime?

Discussed what is meant by hate crime, that this could be related to:

- Disability
- Race or Ethnicity
- Religion or belief
- Sexual orientation
- Transgender identity

These are the five nationally monitored categories reported on by the police but hate crime could be directed towards someone because of their weight, hair colour or age and all reports should be taken seriously.

Hate Crime can affect anyone. You don't have to be a member of the group to which the hostility is targeted at. You don't have to be gay to have had homophobic abuse shouted at you. You may not be part of a religion and still have someone target you because they think you are.

Reports can be made directly to the police, online via a number of organisation for example [Home - Stop Hate UK](#) and if we identify that there is an element of Hate Crime in reports of ASB and the complainant wants to report it as such we can escalate this to LASBT who will investigate the matter.

4. What do you feel we could do better?

Communications – better communication, keeping tenants informed of the case as it progresses.

Support and Empathy – understanding that it might have taken a lot for someone to make a report and that even if it's not something that can be dealt with or might not seem that serious that it is having an impact on that individual or household.

Actions Taken – don't always feel that they are taken seriously, and the actions taken don't always resolve the issues.

Response Times – delays in being called back, prolonged length of time to investigate and find a resolution.

Summary

Generally, the concerns of our tenants are similar to the rest of Leeds.

Drug related ASB features heavily in the LCC consultation but wasn't the main concern for our respondents, and although they are aware that drug dealing goes on it doesn't appear to impact on their lives.

We know from experience that most drug related reports come from the blocks of flats and that it is difficult to pinpoint to one or more households, however we do send this intelligence through to the police.

The new ASB Policy and Procedure due to be implemented shortly across Leeds will address some of these issues around how regularly communication should take place, how to manage people's expectations of what can and can't be done and ensuring that individual needs are considered carefully and regularly and that any reasonable adjustments are made.

Additionally, we are moving towards all reports of ASB made by BITMO tenants being triaged by the LASBT triage team this will ensure consistency of response, more accurate reporting, easy access to mediation services and in some cases may result in signposting to more relevant services at an earlier stage.

We will continue to investigate and provide support to our tenants but also have the advantage of being able to access the experience and knowledge of LASBT to deliver an improved service.

APPENDIX 3


FIVE YEAR PLAN


UPDATE

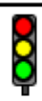
BITMO 5 Year Plan				
Providing high quality services				
Building a stronger safer belle isle				
Being a well run TMO				
5 Themes	Risk	Years 2021/2024	RAG	Next steps
Theme 1: Getting the Basics Right	1, 2	Compliance review complete, several weaknesses in arrangements identified, reported to Board and corrected, functional action plan completed		Audit in 2025
Improve all aspects of operational performance to be a well run TMO, providing high quality services and high levels of customer satisfaction		Caretaker service reviewed, change in role consulted and agreed		Estate services planner post created to increase productivity and compliance
		Void management end to end process reviewed	Void relet times are reducing, staffing structure amended.	
		Strong First Line service offer reviewed, skills self assessment carried out Standard Operating Procedures produced amended following implementation of Cx and further reviewed in 2025	Staff are trained to deliver a consistent service	Further SOPs being developed in 2025
		Retirement Life SOPs are in place	Staff are trained to deliver a consistent service	
		Core Brief Mechanism introduced	Communication is improved. Staff can hold managers accountable.	
		Mentoring Training provided	There was very little take up of this	
		ASB, and Complaints policies reviewed	ASB satisfaction is low, complaints are relatively low across all service areas.	ASB policy reviewed by LCC and being rolled out.
Theme 2: Our Green Agenda		5 year investment plan based on reducing use of fossil fuels, and reducing fuel poverty	Poor stock condition data made it difficult to produce plan, we now have 65% data and a draft five year plan is in place with a significant emphasis on thermal efficiency.	We will ask tenants who have had thermal efficiency work to compare fuel costs before and after the work.
Reduce energy use, and contribute to the bio diversity of Belle Isle	6,7	Green Office Plan reducing use of plastic and using Evs	We have reduced the use of plastic significantly, use less paper. Recycling has increased. The use of the EV was only partially successful as a result of the charging technology used. We will revisit this.	Project to upgrade lighting to motion sensor LED to reduce energy costs and carbon
		Thermal imaging survey to identify investment need	Project complete and led to thermal efficiency investment work	Explore EV use
		Green spaces plan to increase bio-diversity	Three community orchards have been created, and we continue to progress work with the Leeds arium and Fruitworks.	
Theme 3: Digitally enabled				
Develop digital skills within the community to support health, employment and skills, and attainment	2, 5,9	Use of Cx and CATS	BITMO use of Cx and CATS is positive. All colleagues will have easy access to customer contact information. We are recognised as the most prolific and successful users of CATS in Leeds and are presented as a best practice example in training.	
		IT workshops for customers, lap tops and smart phones rolled out to customers	Take up is sporadic. We have carried out a survey of tenants to understand their digital requirements and developed a new digital offer as a result.	Upgrade computer facilities in the GATE


		Staff working remotely on line and paperless		
Theme 4: Empowering our Community			Shareholder events arranged and well attended	
Address the issues in the HNA to meet community need	1, 10	location based consultation	Consultation has focused upon improving specific locations identified through the health needs assessment work ie the Circus, play areas at the MUGA and Low Granges, and the area behind the shops at Belle Isle Parade . The consultation and projects that resulted have proved very successful. The Local Pride initiative	
		digital health project	The digital health project was not evaluated.	
		Employment and skills project	There is very little demand for the employment and skills service offer. This has been de-prioritised.	
		Financial inclusion project	Our financial inclusion service offer has proved very successful, each year we have added over £200k to individual household incomes.	
Develop the Board to provide constructive challenge and leadership of the business			A governance review identified significant weaknesses in the governance of the organisation, largely linked to the skill mix on the board and the absence of an effective succession plan.	
Theme 5: BITMO People	1,2,9	At Risk Tenancy Group	A cross team group meet regularly to problem solve tenancy management issues, improving team work and outcomes for tenants.	
		Implement management standards survey	Staff satisfaction is strong in most areas of the business, satisfaction within the repairs team is low.	
		Work buzz surveys carried out in yrs 2,3, and 4.		
Create a positive environment where everyone's contribution counts and people are given the opportunity to be engaged and develop their potential		Colleague Forum	The colleague forum meets to develop and comment on service issues supporting collaboration and buy in.	
		Revised appraisal process		
		Free Colleagues up to spend 50 hours per year in community based activity	only four colleagues have taken up this opportunity.	
		Implement communication and change policy to enable colleagues to understand how change and communications will be managed and hold managers to account	In place .	


APPENDIX 4
STRATEGIC RISK REGISTER


		RISKS								RISK MANAGEMENT						
		RISK IDENTIFIED	IMPACT ANALYSIS						CURRENT RISK MANAGEMENT STRATEGY	MONITORING RESPONSIBILITY	EFFECTIVENESS				Net Risk	
			Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob			Gross Risk	Strength	Further Action Required			Risk Owner & Timetable
BUSINESS PLAN OBJECTIVE																
Build tenant control	Governance	Poor governance raises concerns about decision making, compliance with MMA and ultimately legitimacy of the organisation	H	H	L	L	H	3	M	Governance task and finish recommendations, bi-annual governance review	HGAF	M	Ongoing governance review	4	CEO	L
Build tenant control	Governance	If meetings are not quorate board are unable to make decisions	H	H	H	M	H	6	H	Company rules, Scheme of delegation, attendance reported at Board , hybrid meetings allow maximum attendance	HGAF	M	Board succession plan	6	CEO	M
Build tenant control	Governance	If decisions are not made in line with the MMA or company rules the credibility of the organisation is undermined, and its future uncertain	M	M	M	L	M	2	L	Company rules, Scheme of delegation, SLAs with legal advisors, compliance with LCC policies, LCC PMF and audit arrangements	CEO	H	None	1	CEO	L
Build tenant control	Governance	Poor succession planning means inadequate board skills leading to poor governance	H	H	M	M	H	6	H	TPAS project, development of operations committee	HGAF	M	Successful recruitment and induction of board members	6	HGAF	M
Build tenant control	Governance	Failure to meet statutory and contractual responsibilities places the organisation at risk of censure by LCC and breach of MMA, and poor outcomes for tenants	H	H	H	L	H	3	M	Company rules, Scheme of delegation, SLAs with legal advisors, compliance with LCC policies, LCC PMF and audit arrangements	CEO	H	None	2	CEO	L
Build tenant control	Information governance	Failure to manage information within legal requirements will expose the organisation to potential fines and prosecution	H	H	L	L	H	3	M	Data protection policy and assurance reporting in place. Policy and procedures last updated November 2023	HGAF	H	Ongoing staff training in information governance	2	HGAF	L
Build tenant control	IT	IT security may be threatened by virus, security breach, loss of availability of systems, extended system downtime	H	M	H	L	H	3	M	Firewall, LCC back up systems	LCC	H	None	2	LCC	L

	RISKS									RISK MANAGEMENT						
		RISK IDENTIFIED	IMPACT ANALYSIS						CURRENT RISK MANAGEMENT STRATEGY	MONITORING RESPONSIBILITY	EFFECTIVENESS				Net Risk	
			Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob			Gross Risk	Strength	Further Action Required			
Build tenant control	Business continuity	Interruption of service delivery as a result of force majeure	H	L	H	L	H	3	M	Business continuity policy in place, remote working available, manual workarounds	CEO	H	None	2		L
Build tenant control	Finance	Reduction in management fee leaves the organisation unviable	H	L	H	H	H	9	H	Consultation with CCH by which full understanding of principles underpinning financial arrangement for TMOs is developed	HGAF	M	Continuing dialogue with LCC regarding appropriate arrangements	6	CEO	M
Build tenant control	Finance	Failure to comply with rules standing orders and procurement rules exposes the organisation to external intervention	H	H	H	L	H	3	M	QA arrangements within BITMO and LCC	HGAF	H	None	2	CEO	L
Build tenant control	Finance	Failure to achieve a balanced budget leads to an adverse audit opinion	H	L	M	L	H	3	M	Prudent budgeting, monthly financial control meetings, FMS reporting	HGAF	H	None	2	HGAF	L
Build tenant control	Financial management	Fraud or making payments outside scheme of delegation exposes the organisation to censure, contractual action, and legal consequences	H	H	L	L	H	3	M	anti fraud policy/anti money laundering policies, standing orders, financial procedures, segregation of duties, internal and external audit	HGAF	H	None	2	HGAF	L
Build tenant control	Financial management	Poor financial management will have an impact on cash flow and financial viability	H	H	H	L	H	3	M	Financial procedures, monthly bank reconciliation, audit	HGAF	H	None	2	HGAF	L
Build tenant control	Financial management	Contractor insolvency would place continuity at significant risk	H	L	H	L	H	3	M	LCC procurement, Fusion 21 framework provides contingency in the event of contractor insolvency	HOR	H	none	2	HGAF	L
Build tenant control	Pension liability	Crystallisation would be unaffordable for the organisation	H	L	L	L	H	3	M	Pension guarantee provided by LCC confirmed annually, triennial actuarial valuations, arrangements reviewed by auditors annually	HGAF	H	None	2	HGAF	L
Build tenant control	Staff	Poor health and safety management leads to staff injury	H	H	H	L	H	3	M	Annual individual risk assessments, lone worker arrangements, regular staff briefings	CEO	H	None	2	CEO	L
Build tenant control	Staff	Poor health and safety management leads to exHGAFsure in the event of staff injury	H	H	M	L	H	3	M	Annual individual risk assessments, lone worker arrangements, regular staff briefings	CEO	H	None	2	CEO	L

		RISKS								RISK MANAGEMENT						
		RISK IDENTIFIED	IMPACT ANALYSIS						CURRENT RISK MANAGEMENT STRATEGY	MONITORING RESPONSIBILITY	EFFECTIVENESS					
			Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob			Gross Risk	Strength	Further Action Required		Risk Owner & Timetable	
Build tenant control	Staff	Poor staff engagement leads to absence, poor performance and individual and group antipathy creating a negative work place culture	H	L	H	L	H	3	M	Staff satisfaction survey, regular one to ones, change and communication policy, staff handbook, capable team managers, regular briefings and training	CEO	H	None	2	CEO	L
Build tenant control	Staff	The age profile of the team indicates that knowledge and experience will leave the organisation in the next 5 years which would radically alter the capability of the organisation	H	L	M	H	H	9	H	SOPs in place and being developed. Governance improvement plan to strengthen organisational oversight, QA arrangements being strengthened. Staff being offered training and development opportunities.	CEO	M		6	CEO	M
Help people to live well	Deteriorating business performance	If we don't achieve our performance targets we will be failing our customers and LCC	H	M	H	L	H	3	M	SOPs, that are based on LEAN principles of simplification and continuous improvement staff training, one to ones and QA processes	CEO	M	Further develop SOPs and QA processes	4	CEO	L
Help people to live well	Technology capability	Failure to improve our technology capabilities, and eliminate shadow technologies will limit our ability to deliver excellent services ,achieve performance goals and evidence compliance with the consumer standards and it will lead to customer dissatisfaction and colleague frustration	M	L	M	M	M	4	M	LCC KIM strategy	CEO	L	Commitment to support LCC in improving technology capabilities	6	CEO	M
Help people to live well	Partnerships	An inability to develop and manage strategic third party relationships will have an impact on delivery of community initiatives	M	M	M	L	M	2	L	Partnership register, partnership communications, partnership meetings	CEO	H	None	1	CEO	L
Help people to live well	Regulation	Inadequacy of SOPS leaves the organisation at risk of maladministration	H	L	H	M	H	6	H	SOPS in place for retirement life, front line service, rents team, ASB	CEO	M	SOPs needed for compliance, tenancy support, permissions and to be supported by QA arrangements	6	CEO	M

	RISKS									RISK MANAGEMENT						
		RISK IDENTIFIED	IMPACT ANALYSIS							CURRENT RISK MANAGEMENT STRATEGY	MONITORING RESPONSIBILITY	EFFECTIVENESS				
			Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob	Gross Risk			Strength	Further Action Required		Risk Owner & Timetable	
Help people to live well	Regulation	Failure of staff to comply with SOPs leaves organisation at risk of maladministration	H	H	H	L	H	3	M	SOPs in place, staff briefings, regular one to ones, QA arrangements	CEO	H	QA arrangements to be embedded	2	CEO	L
Help people to live well	Regulatory framework	Risk identified -poor compliance with consumer standards	H	H	M	L	H	3	M	Partnership working with LCC, self assessment, improvement plan in place	CEO	M	Performance Management Systems being reviewed through quality assurance project and additional staff in tenancy supHGAFrt and estate services	4	CEO	L
Help people to live well	Homes	Failure to comply with policies and procedures around compliance exposes organisation to risk of fire or explosion against which it has inadequate defence	H	H	H	L	H	3	M	SOPs in place, staff briefings, regular one to ones, QA arrangements	HOR	H	QA arrangements to be embedded	2	CEO	L
Help people to live well	Homes	Inadequate planned investment planning leads to ineffective investment in homes	H	H	H	L	H	3	M	comprehensive stock condition data, five year plan and governance arrangements	HOR	M	Asset management plan to be approved by LCC and Board	4	CEO	L
Help people to live well	Service	Poor customer service leads to complaints	M	H	H	M	H	6	H	Customer service training, learning from complaints, SOPs and QA arrangements minimise incidents of customer dissatisfaction	CEO	H	QA arrangements to be embedded	3	CEO	L
Help people to live well	Rent arrears management	Risk identified - increase in current tenant arrears	M	H	M	L	H	3	M	Comprehensive Policy and Procedure, full set of PI's to officer level, FIO role, 1-2-1's and regular reporting at BMT and Board	Income Manager	H	None	2	Income Manager	L
Help people to live well	Rent arrears management	Risk identified - increase in former tenant debt	M	L	L	M	M	4	M	Comprehensive Policy and Procedure, stringent arrangements via para legal prior to tenancy termination current collection carried out by LCC, no performance reporting back to BITMO.	LCC	M	None	4	Income Manager	L
Help people to live well	Poor perception of BITMO managed properties	Risk identified - Poor quality accommodation	M	H	M	M	H	6	H	Decent homes standard, void standards, tenant satisfaction survey, investment programme, stock condition data	Head of Repairs	M	5 year investment programme	6	HOR	M

	RISKS									RISK MANAGEMENT						
	RISK IDENTIFIED	IMPACT ANALYSIS							CURRENT RISK MANAGEMENT STRATEGY	MONITORING RESPONSIBILITY	EFFECTIVENESS					
		Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob	Gross Risk			Strength	Further Action Required		Risk Owner & Timetable	Net Risk	
Help people to live well	Poor perception of BITMO managed properties	Risk identified - increasing customer expectations	M	H	M	M	H	6	H	Satisfaction surveys annually, customer panels, ATC	Head of Repairs	M	Monitor customer satisfaction.	6	HOR	M
Help people to live well	Poor perception of the Belle Isle estate	Risk identified - estate appearance	M	H	H	M	H	6	H	Local service delivery by caretaking team, Local Pride, Estate Inspection Policy and Procedure	Head of Repairs	M	KPIs for estate management, inspection schedule, role of estate services planner	6	HOR	M
Help people to live well	Reputation, brand loyalty	Risk identified - over 50% of our customers didn't vote in the 2024 ballot. An inability to successfully promote the organisation and achieve higher turnout could have an impact of the viability of the organisation	H	M	M	M	H	6	H	Community Engagement activity, promotion via social media	CEO	M	Voicescape survey of voting barriers	6	CEO	M
Help people to live well	Personal injury	Slip trip fall hazards on the estate present a risk of personal injury to public and staff and legal and financial liability for BITMO	M	M	L	L	M	2	L	Green pace and footpath inspection plan, grounds maintenance contract specification	Head of Repairs	M	Improve monitoring systems	2	HOR	L
Help people to live well	Community safety	Failure to comply with legal and regulatory requirements and performance standards in dealing with ASB, Harassment & Hate Crime	M	M	M	L	M	2	L	(1) Policies, procedures and monitoring systems in place (2) Specialist staff are trained & experienced in managing tenancy issues (3) Strong links with Police, and LASBT	Tenancy Support Manager	M	Develop KPIs QA & improve monitoring systems	2	Tenancy Support Manager	L
Help people to live well	Community safety	Under reporting of hate crime incidents	M	L	M	H	M	6	M	Monitoring of reporting of these types of incident is in place	Community Safety and Engagement Manager	M	(1) Work with community to promote our service understanding of hate crime	4	LF	L
Help people. to live well	Loss of stock	Risk identified - Stock loss through RTB	H	M	L	M	H	6	H	Buyback approach, working with LCC to highlight buyback opportunities	CEO	M	None	6	CEO	M
Help people to live well	Housing fraud	Risk identified - fraud	M	L	L	M	M	4	M	Effective pre tenancy work, post tenancy visits, fraud specialists in team, close management of tenancy changes	Income Manager	H	Increase number of people equipped to deal with fraud referrals.	2	Income Manager	L

	RISKS									RISK MANAGEMENT						
		RISK IDENTIFIED	IMPACT ANALYSIS						CURRENT RISK MANAGEMENT STRATEGY	MONITORING RESPONSIBILITY	EFFECTIVENESS					
			Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob			Gross Risk	Strength	Further Action Required		Risk Owner & Timetable	
Help people to live well	voiding issues		M	L	L	M	M	4	M	voiding operations in team, stock management or tenancy changes	Manager	H	deal with fraud referrals.	4	Manager	L
Invest in people's homes	Void loss	Risk identified - Increased void relet times	M	M	M	M	M	4	M	weekly void meeting, adequate resourcing, targets, Comprehensive SOPs	CEO	M	Improve focus within repairs to reduce time in repairs.	4	HOR	L
Invest in people's homes	Poor stock data	Risk identified - poor property information database	M	L	M	M	M	4	M	Database audit, stock condition survey programme	Head of Repairs	M	Need to ensure ongoing survey programme as BAU.	4	HOR	L
Invest in people's homes	Poor stock data	Risk identified - maintenance and replacement of adaptations	M	M	L	M	M	4	M	Adaptations identified in stock condition surveys and void inspections.	Head of Repairs	M	Age of adaptations to be included in stock data and replacements costed	4	HOR	L
Invest in people's homes	leasehold management	Risk identified-non compliance with legislation over works to leaseholders homes	M	L	L	M	M	4	M	Bi -annual leaseholder meeting	Head of Repairs	M	Improved liaison with Property Services Team	4	HOR	L
Help people to live well	Allocations	Risk identified - applicant fraud	L	M	L	L	M	2	L	Lettings P&P, Suspension policy, robust sign up procedure, QA arrangements	Tenancy Support Manager	H	None	1	Tenancy Support Manager	L
Help people to live well	community and resident involvement	Risk identified-failure to develop comprehensive customer intelligence	H	L	M	H	H	9	H	LCC developing KIM strategy	LCC	M	Liaison with LCC	6	CEO	M
Help people to live well	community and resident involvement	Risk identified-failure to engage with least empowered groups in community	H	M	M	L	H	3	M	Resident Involvement Improvement activities, winter warmth, FIO service, community fund, At risk tenancy meetings, gas cap process, tenancy support arrangements ATCI process	Community Development Manager	H	None	2	Comm Dev Manager	L
Help people to live well	Tenancy management	Sub optimal use of stock through unauthorised occupation	M	M	M	L	M	2	L	Policies, procedures and monitoring systems in place, ATCIs	Income Manager	H	Promotion of succession rules	1	Income Manager	L

APPENDIX 5
KEY PERFORMANCE INDICATORS

Key Performance Indicator		2022-23 Q1-4	2023-24 Q1-4	2024-25 Q1-2	2024-25 Q1-3		
	Curr target					RAG	Comments
(RP01) Repairs done right first time	95%	Not available	N/A	N/A	90.92%	A	Q3 - Total of 1103/1275 jobs completed RFT for - 133 jobs have yet to be booked in by Mears. Christmas period and annual leave affected the completion rate Q1-3 2024 - 3434/3777 jobs were completed RFT - 282/3777 jobs have no start date and 61/3777 jobs were not completed RFT
(RP02) Repairs completed within target timescale (external system - MCM)	95%	N/A	93.11%	93.80%	TBC	A	To be supplied by LCC. Q3 91.29% - total of 1164/1275 job were completed on time for Q3. 2 required a further visit, 32 had no access, 2 are on hold, 1 was varied, 2 have work in progress, 12 work complete and 60 have been issued but not completed Q1-3 2024 - TBC by LCC
(RP03) Repairs appointments made and kept	95%	Not available	Not available	Not available	95.45%	G	Q3 - Urgent appointment kept - 10/11 with 1 cancelled, Responsive appointments kept 29/30 with 1 not recorded, Q1-3 2024 - 46/48 (95.83%) Responsive appointments kept, 1/48 appointment not kept (2.08%), 1/48 (2.08%) has no outcome data reported. Urgent appointments kept 1/18 where the ap[pointment was met. 1/18 (5.56%) was cancelled
(Mears) Repairs - Post Inspections	10%	Not undertaken	12%	29%	20%	A	Q3 - 38/1145 post op completed by Mears Q1-3 2024 - 721/3634 post inspections completed by Mears
(BITMO) Repairs - Number of post inspections	10%	2%	16%	15%	16%	G	Q3 31/87 post inspections completed Q1-3 2024 Dec 24 - 23/156 post inspection = 14% Oct 24 - 15/78 post inspcetions = 19% Q3 2024 - 38/234 post inspection = 16%
(Mears Only) Repairs - Customer satisfaction surveys	90%	No data	89.00%	91%	TBC	G	
Satisfaction with repairs - most recent (internal survey)	90%	98.14%	86.52%	96.97%	TBC	G	
Satisfaction with repairs - last 12 months (TSM survey)	90%	76.00%	77.00%	79.00%	81.00%	R	TSM survey via consultancy.
Percentage of estate issues completed from 1/4ly estate walkabout	100%	N/A	89%	56%	77%	A	41/53 issues reported - the one not completed are on a routine 60 day
Homes that do not meet the Decent Homes Standard	0	0	1	12	9	R	0.05% of stock.
Percentage of communal areas meeting the required standard	100%	100%	100%	100%	100%	G	15 communal inspections completed monthly by the caretakers
Properties with a stock condition survey completed in the last 5 years	1843	c.200	544	569	1698	A	1698/1834 stock con surveys completed within the last 5 years - 92% completed
Capital Investment programme completed (100% for the year)	100%	100%	95%	44%	57%	A	Anticipated 93% spend by end of financial year.

Key Performance Indicator	Curr target	2022-23	2023-24	2024-25	2024-25	RAG	Comments
		Q1-4	Q1-4	Q1-2	Q1-3		
Percentage of rent collected	96%	95.99%	96.22%	97.63%	97.32%	G	Ahead of city - in upper quartile - City 95.79% / League table rank 1 Hunslet 95.62 Middleton 96.67 Beeston 96.44
Percentage of rent owed	3%	3.58%	2.85%	2.16%	2.17%	G	Ahead of city - in upper quartile - City 3.69% / League table rank 1 Hunslet 3.58 Middleton 2.80 Beeston 3.11
Amount of rent owed	£250k	£268,069	£226,299	£187,622	£187,544	G	Comparison end Dec 2024 Hunslet £319k, Middleton £321k, Beeston £359k
% of arrears cases owing 7 weeks rent plus	LCC 7.7% Mar 23, 7.12% Sept 24	5.70%	3.91%	3.09%	2.55%	G	At end Dec 2024 City was 7.04%. Hunslet 7.37 Middleton 4.86 Beeston 5.56
Number of Household Supported with Financial Hardship	TBC	160	179	99	135	N/A	
Income generated	TBC	£107,170	£386,352	£289,096	£402,060	N/A	2 Financial Inclusion Officers
Number of notices served	N/A	98 (11.38%)	133 (14.86%)	62 (6.83%)	72 (7.90%)	N/A	Comparison end Dec 2024 Hunslet 6.32% (54), Middleton 4.05% (44), Beeston 8.83% (97)
Number of cases entered to court	N/A	9	14	6	11	N/A	2 April, 1 May, 1 June, 1 July, 0 Aug, 1 Sep, 3 Oct, 2 Nov, 0 Dec Hunslet - 7 Middleton - 2 Beeston - 6
Number of Court orders obtained	N/A	8	13	5	9	N/A	
Number of evictions	N/A	3	7	3	4	N/A	2 April, 1 May, 0 June, 0 July, 0 Aug, 0 Sep, 1 Oct, 0 Nov, 0 Dec BITMO 0.11% Hunslet - 1 Middleton - 1 Beeston 0
% of Financial Hardship cases closed with a positive	N/A	N/A	N/A	N/A	N/A	N/A	

Key Performance Indicator		2022-23 Q1-4	2023-24 Q1-4	2024-25 Q1-2	2024-25 Q1-3		
	Curr target					RAG	Comments
Tenancy Amendments completed within target time	10 working days	100%	100%	100%	100%	G	100% within target - 25 requests 3 April, 5 May, 3 June, 0 July, 3 Aug, 4 Sep, 3 Oct, 2 Nov, 2 Dec (25)
Mutual Exchanges completed within target time	42 days	26	26	11 (100%)	13 (100%)	G	100% within target - 13 requests 0 April, 2 May, 1 June, 5 July, 2 Aug, 1 Sep, 2 Oct, 0 Nov, 0 Dec (13)
Time taken to relet empty properties - Gross Relet	28 days	72.96 days	46.86	36.44	34.26	R	Turnaround time is dropping, time in repair remains consistent but, once ready to let, the time is reducing
Number of tenancy terminations	N/A	85	102	40	60	N/A	Reduced numbers. Previous year included tenants transferring to Throstle Rec.
Number of commencements	N/A	101	111	44	69	N/A	
Number of voids at period end	18	9	11	8	12	G	Within 1% target.
Percentage of properties untenanted	1.00%	0.40%	0.60%	0.44%	0.60%	G	11 out of 1823 properties.
Retirement Life Residents with a Support Plan	N/A	108	101	105	109	G	Service review to follow.
Support Plan reviewed within target time	95%	97.22%	98.09%	97.15%	98.09%	G	Exceeding target
RL Residents receiving Warden Service	N/A	63	65	65	69	N/A	Service review to follow.
Number of residents signed up for floating support	N/A	3	5	5	4	N/A	Partially countering the overall decline in numbers.
Yearly RL service review report	May annually	May-22	May-23	Jul-24	Jul-25	G	Due July 2025

Key Performance Indicator	Curr target annual	Q1-4 2022-23	Q1-4 2023-24	Q1-2 2024-25	Q1-3 2024-25	RAG	Comments
All homes have a current gas safety certificate (Gas safety checks)	100%	98.75%	98.97%	99.12%	99.02%	A	1815 properties of 1833 (1 non-gas).
Percentage of homes with a Gas safety certificate overdue for 0-4 weeks	0%	0.65%	0.60%	0.72%	0.77%	A	14 of 1834
Percentage of properties with a Gas safety certificate overdue for 1-3 months	0%	0.60%	0.44%	0.17%	0.22%	A	4 of 1824
Percentage of properties with a Gas safety certificate overdue for over three months	0%	0.00%	0.00%	0.00%	0.00%	A	1 Electric Boiler
All homes have a current electric periodic inspection certificate (Electrical safety checks)	100%	77.56%	89.52%	89.52%	87.79%	A	Having problems mappong onto keystone
Fire Safety inspections to communal areas (Fire safety checks)	100%	100%	100%	100%	100%	G	Undertaken by Caretakers. Audit trail being constructed. Folder with all details.
Asbestos safety checks where periodic inspections due	100%	TBA	100.00%	100.00%	79.50%	A	55/93 re inspections on communal areas have been completed in Q3 - the rest are booked in to be completed by Q4
Water safety checks - new	100%	100%	100%	100%	100%	G	
Annual green spaces and footpath inspection (100% per year)	100%	100%	100%	100%	100%	G	83 Streets inspected during Dec 24
Respond to tenant permission requests within 10 days (See Permissions log)	100%	100%	100%	N/A	100%	G	5 permisson requests in Q3
Annual Tenancy Contacts - Combined	100%	69.1%	N/A	N/A	N/A	N/A	
Annual Tenancy Contacts - General	100%	N/A	101.03%	44.97%	64.58%	A	As of week 42 we had done 67.64% of overall ATCis and 71.72% of priorities. The overall Leeds South figures (including ours) are 62.1% overall and 62.7% priority.
Annual Tenancy Contacts - Priority	100%	N/A	88.89%	21.99%	49.73%	A	93 (42) visited out of 187 (191) total. New team in place Jan 25. We completed 40 priority visits since week 39 and only have 54 to do.
Percentage of new tenant visits completed within 28 day target	75%	Not available	24.3%	71.1%	65.7%	R	67 (45) new tenancies – 44 (32) within target . Previous year issues uploading to Sharepoint (92 completed of 113)
ASB - number of cases opened	N/A	79	93	24	35	N/A	
ASB - number of cases closed	N/A	82	85	37	48	N/A	Due to a change in reporting the number of actual ASB cases has dropped. Other reports are eoitner signposted to other services or dealt with as tenancy breaches
ASB - situation improved	66.67%	N/A	N/A	78.38%	TBC		
ASB cases relative to the size of the landlord	N/A	4.30%	5.08%	1.32%	1.92%	N/A	See above
Support - opened and closed	N/A	23/29	37/31	20/24	34/32	N/A	
LASBT Number of cases closed - situation improved	66.67%	Not available	65.71%	60.87%	74.07%	A	20 cases out of 27 where the situation improved.
LASBT Number of cases opened	N/A	Not available	26	17	20	N/A	

Key Performance Indicator	Target current	Q1-4 2022-23	Q1-4 2023-24	Q1-2 2024-25	Q1-3 2024-25	RAG	New Comments
Full Tenant Board membership	100%	85%	83%	100%	100%	G	12 tenant and 6 cooptions
Increase in Number of shareholders	10%	0%	2.2%	0.0%	0.0%	R	Review of shareholder structure underway.
A Five Year Business Plan that will be reviewed annually. This will include a review of Governance and Finance arrangements as well as establish and review BITMO's Mission, Aims, Goals and Values.	100%	100%	100%	100%	100%	G	Board Strategy Day 26.10.24.
An online Annual Report produced by BITMO for all tenants	100%	100%	100%	100%	100%	G	2023/24 Report & Financial Statements online www.belleisleimo.co.uk and Tenants Report due to be published.
% of Board members attending all Full Board meetings	100%	72.17%	77.14%	89.36%	TBC	A	
Board appraisal - number who complete this within the year	100%	86%	21%	47%	0%	R	Dates to be confirmed.
Board training - all Board members to attend at least two formal training sessions in the year	100%	85.7%	94%	78%	TBC	A	Includes Safeguarding and Trustee duties. 14 out of 18 have completed two sessions. 3 have completed one session.
Staff attendance - Number of days lost through absence (average per full time employee)	10	19.4	11.0	1.6	3.4	G	Increase in Q3 due to some longer term sickness (ending soon), but still significant improvement on prior years absence days per FTE
Staff appraisal - number who complete within the year	100%	97%	81%	TBC	TBC	A	Vast majority completed but confirmation awaited.
Budget surplus/(deficit) target and projection	(£354k)	£74,000	£35k Jan 24	£100k Sept	Est £15k		Ongoing underspend on Void costs
Unqualified annual audit by independent organisation	Unqualified	Unqualified 2021-22	Unqualified 2022/23	Unqualified 2023/24	Unqualified 2023/24	G	Annual