



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION**

BOARD MEETING

AGENDA AND PAPERS

Thursday 27th March 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 27th March 2025
at BITMOs GATE at 6.00pm
(With online access available)

*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) LCC Highways - update and feedback
- (ii) Bitesize training – Rent collection and support.

Meeting items:

1. Minutes and Matters Arising from the Board meeting held 30th January 2025 (page 5 & Appendix 1, page 57)
2. Operational report (page 6)
3. Five Year Strategic Plan (page 22)
4. Policy updates (page 28):
 - Safeguarding (page 29)
 - Data Protection (page 30 and Appendix 2, page 74)
 - Anti-money laundering (page 30 and Appendix 3, page 81)
 - Anti-bribery (page 30 and Appendix 4, page 88)
5. Complaints annual Self-Assessment and Member Responsible for Complaints (page 32 and Appendix 5, page 95)
6. Community Fund update (page 34)
7. Finance Committee reports (page 40)
 - Revenue accounts 2024-25 (41) and revised budget 2025-26 (44)
 - Capital accounts 2024-25 (48) and revised budget 2025-26 (51)
8. Board Forward Plan – meeting details (page 53)
9. Any other business (page 56)

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	LCC Highways – local update and feedback. Jangala – digital opportunities for tenants Rent collection and support – training.	To update on developments and look at opportunities, as well take forward training programme.	Feedback issues from the estate and inform residents and board members.	Review input and feedback on issues of concern.
Operating reports	Operational update.	Provide 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 framework for new plan.	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 the 5 year framework.
Policy updates	Review and agree updates.	Safeguarding, data protection and financial policies are important mechanisms for good governance and performance.	Ensure policies are adhered to.	Review and approve updates.
Complaints self-assessment	Annual self-assessment to comply with requirements.	Complaint handing is an important element in the transparency and engagement requirements of legislation.	Continue to enhance complaints handing and obtain better feedback.	Review and accept the self-assessment.
Community Fund	Summary of fund activities since inception.	Fund is an important means of alleviating financial hardship for tenants.	Continue to enhance and fund such activities.	Review and accept the report.
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.	Tree planting programme complete for 2024-25. 32 standard trees planted and 14 fruit trees.
Board query re heating	Re carrying out of a flush of the heating system after fitting a new boiler. Contractor use a chemical flush not a power flush. A chemical flush is more gentle using chemical to solution added to the system water. It breaks down sludge and debris over time while the system operates and is left in for a couple of weeks and is good for systems that are well maintained every year. Power flushing is harsher.
Lift Off charity	Bank details sent to trustees.

Recommendation:

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

Notes:

2. Operational Report



BITMO

Board of Management Report

Meeting Date: 27th March 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. It evidences compliance with the consumer standards.

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

Recommendations:

Board is requested to Accept 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 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

Performance continues to be strong as at the end of February. The Building safety dashboard that is produced monthly and income KPIs, also produced monthly, provide assurance on this. Latest TSM data shows positive performance in most areas. Other performance data will be presented as a full year end review in the May meeting.

Income Data

Week 49			Week 49		
Area	66a %	Rank	Area	HMA1	Rank
Belle Isle - TMO	97.83%	1	Belle Isle - TMO	1.71%	1
Middleton	97.15%	2	Wetherby	2.45%	2
Kippax	97.11%	3	Middleton	2.50%	3
Richmond Hill & Lincoln Green	97.10%	4	Pudsey	2.56%	4
Weetwood	96.84%	5	Richmond Hill & Lincoln Green	2.58%	5
Pudsey	96.82%	6	Kippax	2.66%	6
Rothwell	96.76%	7	Gipton	2.73%	7
Gipton	96.74%	8	Horsforth	2.74%	8
Horsforth	96.70%	9	Beeston & Holbeck	2.86%	9
Wetherby	96.67%	10	Weetwood	3.03%	10
Beeston & Holbeck	96.66%	11	Rothwell	3.05%	11
Burmantofts & Ebor Gardens	96.32%	12	Burmantofts & Ebor Gardens	3.12%	12
Morley	96.31%	13	Armley	3.34%	13
Bramley	96.31%	14	Hunslet & Riverside	3.35%	14
Little London	95.94%	15	Morley	3.35%	15
Hunslet & Riverside	95.84%	16	Little London	3.35%	16
Swarcliffe	95.60%	17	Bramley	3.39%	17
Seacroft North	95.55%	18	Seacroft North	3.77%	18
Kirkstall	95.53%	19	Swarcliffe	3.88%	19
Armley	95.40%	20	Kirkstall	4.01%	20
Halton Moor & Osmondthorpe	95.32%	21	Halton Moor & Osmondthorpe	4.12%	21
Meanwood	94.17%	22	Seacroft South	5.24%	22
Wortley	94.03%	23	Wortley	5.38%	23
Seacroft South	93.96%	24	Meanwood	5.47%	24

Tenant Satisfaction Measures (Tenant Perception surveys)			BITMO			LCC		LCC		National		Notes
			2023-24	2024-25		2023-24	Var	2024-25	Var	2024-25	Var	
			%	%		%	%	%	%	%	%	
Overall Satisfaction	TP01	Satisfied	71	75	↗	66	5	66	9	72	3	1
Repairs last 12 months	TP02	Satisfied	77	82	↗	70	7	70	12	73	9	2
Time Taken Repairs	TP03	Satisfied	73	82	↗	67	6	68	14	69	13	2
Well Maintained Home	TP04	Satisfied	76	73	↘	67	9	67	6	71	2	
Safe Home	TP05	Satisfied	80	79	↘	74	6	72	7	77	2	
Listens & Acts	TP06	Satisfied	62	65	↗	55	7	54	11	60	5	3
Kept Informed	TP07	Satisfied	75	78	↗	67	8	66	12	74	4	4
Fairly & with Respect	TP08	Agrees	80	79	↘	74	6	73	6	78	1	5
Complaints Handling	TP09	Satisfied	27	41	↗	29	-2	26	15	36	5	5
Communal Areas	TP10	Satisfied	79	69	↘	64	15	62	7	67	2	7
Neighbourhood Contr'n	TP11	Satisfied	75	71	↘	60	15	51	20	66	5	8
Approach to ASB	TP12	Satisfied	55	51	↘	53	2	52	-1	60	-9	9
Supplementary questions:												
Neighbourhood Appearance		Satisfied	59	57	↘	58	1	51	6			10
Safety in Neighbourhood		Safe	58	64	↗	63	-5	60	4			11
Easy to Deal With		Satisfied	74	77	↗	65	9	65	12	71	6	4
Advice & Support		Agrees	56	62	↗	50	6	45	17			12
Friendly & Approachable Staff		Agrees	60	65	↗	62	-2	52	13			13
VFM Rent		Satisfied	65	67	↗	67	-2	54	13	77	-10	14
Good Reputation		Agrees	54	53	↘	37	17	36	17			15

Notes

- Overall satisfaction.** Highest score yet for Q4 2024-25. Ahead of national average.
- Repairs.** Very good results especially in relation to local and national comparators.
- Listens and acts.** 62-65% (national 60%).
- Informing and easy to deal with.** Increases in satisfaction year on year and ahead of national comparator.
- Fairly and with respect.** Consistent high scores year on year (c80%).
- Complaint handling.** Major increase in satisfaction and ahead of national comparator.
- Communal areas.** Decrease in satisfaction 79-69% but ahead of local and national comparators.
- Neighbourhood contribution.** Slight decrease for year at 70% but ahead of local and national comparators.
- Approach to ASB.** Decrease 55-51% and lower than local and national comparators.
- Neighbourhood appearance.** Decrease 59-57%, but ahead of local comparator.
- Safety in neighbourhood.** Increase 58-64% and now ahead of local comparator.
- Advice & support.** Increased satisfaction year on year and ahead of local comparator.
- Friendly approachable staff.** Increase from 60-65% year on year and ahead of local comparator.
- Value for Money Rent.** Consistent at 2/3rds of tenants and ahead of local comparator, but less than national average.
- Good reputation.** Consistently ahead of local comparator but ambition to enhance further.

Building Safety KPI Dashboard

FY2024/25

Tenant Satisfaction Measures - Technical Requirements

	Ref	Indicator	Description	Target	23/24 YE	FY2024/25						Trend	Comments	
						Q1	Q2	Nov	Dec	Jan	Feb			Mar
1. Tenant Satisfaction Measures	BS01 (TSM)	Gas Safety Checks	Proportion of homes for which all required gas safety checks have been carried out	100%	99.35%	99.40%	99.40%	99.51%	99.3%	99.3%	98.4%		30/1828 properties overdue a gas service	
	BS02 (TSM)	Fire Safety Checks	Proportion of homes for which all required fire risk assessments have been carried out	100%	100%	100%	100%	100%	100%	100%	100%		156 low to med rise blocks have a FRA- Bitmo have put in place a programme for these to carried out 2025	
	BS03 (TSM)	Asbestos Safety Checks	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%	100%	100%	100%	0%	59%	80%	80%		75/93 re inspections on communal areas have been completed in Feb 25 - booked in with contractor to complete as soon as possible	
	BS04 (TSM)	Water Safety Checks	Proportion of homes for which all required legionella risk assessments have been carried out	100%	100%	100%	100%	100%	100%	100%	100%		5 properties with in date LRA's	
	BS05 (TSM)	Lift Safety Checks	Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A		No lifts present in BITMO properties	
	RP01	Decent Homes	Proportion of homes that do not meet the Decent Homes Standard	≤ 1%	3.3%	4.6%	1.0%	0.82%	0.49%	0.49%	0.55%		10 homes on the ND list	
	RP02a	Repairs Completed in Target (Emergency)	Percentage of emergency repairs completed within target timescale	≥ 94%	93.6%	94.2%	89.5%	71.1%	86.1%	61.7%	71.5%		55/77 emergency repairs completed in Target	
	RP02b	Repairs Completed in Target (Non-Emergency)	Percentage of non-emergency repairs completed within target timescale	≥ 85%	82.5%	84.0%	80.2%	77%	90.2%	77.4%	72.2%		281/389 Repairs completed in Target	
	TP05 (TSM)	Tenant Satisfaction that the Home is Safe	Proportion of respondents who report they are satisfied that the home is safe	≥ 80%	74%	73%		71%	79%	80%				
	BS06a	Gas Services Overdue	Proportion of gas services											

BS06a	Gas Services Overdue	Proportion of gas services overdue and within access procedure process	≤ 0.2%	0.65%	0.60%	0.1%	0.49%	1.04%	1.04%	1.20%				19/1828 properties overdue a gas service
BS06b	Gas Servicing - Non-Domestic	Proportion of non-domestic gas services carried out	100%	100%	100%	100%	100%	100%	100%	100%				4 Properties - 28 Belle Isle Circus, 58 Belle Isle Circus, 3 Winrose Grove & Broom Nook Community room
BS07a	Gas Audits - Workmanship	Proportion of gas quality control audits passed - workmanship - cumulative score	≥ 90%	96.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%				Check by LCC
BS07b	Gas Audits - Paperwork	Proportion of gas quality control audits passed - paperwork - cumulative score	≥ 90%	90.2%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%				Check by LCC
BS08a	Electrical Testing - Fixed Wired Domestic	Proportion of homes with an in-date Electrical Installation Condition Report (EICR) - Domestic	100%	85.7%	78.9%	51.60%	84.4%	84.4%	84.4%	84.4%				236/1828 Homes out of date EICR - Keystone issue with mapping across to contractor
BS08b	Electrical Testing - Fixed Wired Communal	Proportion of homes with an in-date Electrical Installation Condition Report (EICR) - Communal	100%	89.9%	100%	51.6%	92.0%	92.0%	92.0%	92.0%				20 out of 25 communal areas have a current EICR (containing 115 Properties) - Keystone issue with mapping across to contractor
HMA6	Void Properties	Proportion of void properties (HMA2) expressed as a % of total stock	≤ 1%	1.31%	0.91%	0.93%	0.49%	0.33%	0.38%	0.11%				2/1828 current void properties
BS09a	Fire Safety - HRRB	Proportion of Fire Risk Assessment completed for High Risk Residential Buildings (in scope of Building Safety Act)	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A				BIT MO Does not have any HRRB
BS09b	Fire Safety - Non-HRRB	Proportion of Fire Risk Assessment completed for non-High Risk Residential Buildings (out of scope of Building Safety Act)	100%	100%	100%	100%	100%	100%	100%	100%				FRA for 157 communal areas are in date (containing 410 Properties)

2. Housing Leeds KPIs	BS09c	Fire Safety - FRA Action Monitoring - HRRB	Proportion of Priority A Significant Findings outside target timescale - High Risk Residential Buildings (in scope of Building Safety Act)	< 0.01%	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
	BS09d	Fire Safety - FRA Action Monitoring - Non-HRRB	Proportion of Priority A Significant Findings outside target timescale - non-High Risk Residential Buildings (out of scope of Building Safety Act)	< 0.01%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			46 actions identified have been completed
	BS10	Fire Alarms	Proportion of fire alarms tested within programme	100%	99.4%	100%	100%	80.0%	80.0%	80.0%	80.0%			4 out of 5 blocks have current fire alarm cert
	BS11	Fire Fighting Equipment	Proportion of fire fighting equipment maintenance visits completed within target	100%	100%	100%	N/A	100%	100%	100%	100%			4/4 communal areas that have Fire extinguishers have been assessed within target
	BS12	Emergency Lighting	Proportion of emergency lighting maintenance visits completed within target	100%	91.6%	100%	100.0%	100.0%	100.0%	100.0%	100.0%			15 communal emergency lighting checks are carried out monthly (containing 68 properties)
	BS13a	Flat Entrance Doors External Inspection	Proportion of flat entrance door inspections completed within programme - process followed and external inspection completed	100%	100%	100%	100%	100%	100%	100%	100%			68 flat fire doors externals are checked monthly during the communal inspections
	BS13b	Flat Entrance Doors Inspected Both Sides	Proportion of flat entrance door inspections completed within programme - access gained and both sides of door inspected	≥ 70%	50.7%	52.0%	50%	75%	75%	75%	75%			307/410 properties flat fire doors are checked have been checked as part of ATV
	BS14	Stock Condition	Proportion of homes that have had a full stock condition survey completed in the last 5 years	≥ 90%	36%	46%	31%	61.34%	92.89%	93.00%	93.00%			1700/1828 Stock condition survey completed within the last five years
	BS15	Damp & Mould	Number of open damp & mould cases	< 500	785	686	42	13	15	11	4			We had 7 enquires about D&M in Feb 2025 - 4 Properties had follow on works for damp and mold
	BS16	Sprinkler Maintenance	Proportion of homes for which sprinkler maintenance inspections have been carried out	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A			No Sprinklers fitted
BS17	Asbestos Action Monitoring	Proportion of actions identified at asbestos inspections within target	100%	100%	100%	100%	100%	100%	100%	100%			62 actions identified have been removed as indicated	

BS17	Asbestos Action Monitoring	Proportion of actions identified at asbestos inspections within target	100%	100%	100%	100%	100%	100%	100%	100%				62 actions identified have been removed as indicated
BS18	Water Hygiene Action Monitoring	Proportion of actions identified at water hygiene inspections within target	100%	100%	100%	100%	100%	100%	100%	100%				0 actions from the 5 LRA
BS19	Carbon Monoxide Detectors	Proportion of homes containing fixed combustion appliances with carbon monoxide detectors installed	100%	100%	100%	100%	100%	100%	100%	100%				Spoken to Sayes and all homes that need a CO detector have one fitted - Asking for a list of properties so this can be checked
BS20	Smoke Detectors	Proportion of homes with smoke detectors installed	100%	99.9%	99.9%	100%	100%	100%	100%	100%			/	1828 properties have a smoke detector installed
BS21	Radon Testing	Proportion of radon testing undertaken against programme (note - programme commenced July 2023 and runs to July 2025)	188	98	122									

BITMO Tenant Engagement

We are beginning community consultation on the reviewed vision and objectives for BITMO on 26th March at a meeting of engaged tenants. This is being supplemented with a survey of all tenants who didn't vote in the last ballot to try to understand what the barriers to voting were and how we can overcome them in future ballots. We held a repairs workshop w/c 10/3/25 at which tenants came together to talk about their experience of the repairs service and steps we can take to improve it. The general feedback is that the service is improving, but contractors are still not wearing overshoes in people's homes, and tenants would like more communication around jobs that don't require access and cancelled jobs. We are discussing these issues with Mears and Sayes.

Community projects

Belle Isle Parade proposed tree nursery – There is support from the council for this initiative. A community day has been arranged. Volunteers and our caretakers will clear and tidy the site.

Parkside Hub

We need to make progress on understanding the business case for BITMO taking on the lease of this venue. We have information about the remedial works need and costs associated, and these are not excessive as the building is largely in good condition. The information we lack is detail about the organisations and groups considering providing sessions from the hub, and the running costs.

In order to move forward we need clarity on:

- Running costs including utilities, insurance, lease charge
- Staffing costs
- Projected income
- Business model and governance ie, who is involved in running it, in what capacity, what are the obligations of the stakeholders.

When we have this we will construct a business case for decision by the board, after which if the board wish to proceed we will present an application to the council.

Support to Windmill Children's Centre

In March 2023 the Board agreed to give £500 from the Community Fund to Windmill Children's Centre so that they could provide emergency support to families with babies. The Children's Centre provided receipts showing that they had bought items like nappies, babygrows and baby milk. The Board are asked to consider making another donation of £500.

Support for the Belle Isle Community Kitchen

BITMO has received a Warm Spaces grant of £828. This is to enable the Gate to function as a place to keep warm over winter months and save on heating bills. An important part of this activity is the provision of meals through the Belle Isle Community Kitchen. It is proposed that half of the grant (£414) be donated to the Kitchen to help affray its cost over the winter months.

Belle Isle Circus Update

New path: Parks (now known as Climate, Energy and Green spaces) have agreed to mow the grass very short around the edge of the Circus, and allow the area under the trees to be more like woodland. This will make a 400m circular path. The idea from this came from the group at 26 Belle Isle Circus.



Balance Beam

We have asked Mears Foundation to pay for a metal balance beam, with 3 metal steps up on either side and safety matting underneath. If funded, this will be installed near the central path. There has mainly been support for play equipment on Belle Isle Circus, and so the approach of isolated pieces of equipment that are hard to vandalise meets some of the concerns of the minority who disagree.

Floor Is Lava

BITMO staff spoke to four classes at Windmill Primary to get their ideas about the Circus. They liked the fun trail that is already in place and a great suggestion was a “floor is lava” pavement painting, where you have to avoid the red and orange flames. We are getting a quote for this and propose to put it next to the balance beam, so that people can avoid the “flames” by using the balance beam.

Safe Pedestrian Access to the Circus

Safe access to the Circus on foot – either to use the space, or to cross when walking in the area – is central to the aim of reclaiming the Circus as a safe space for Belle Isle people. Highways originally agreed to produce a feasibility study in this financial year. They have not done so, but have told us that this has become part of the Up Your Street consultation in Inner South (Hunslet & Riverside, Beeston & Holbeck, Middleton Park) that was carried out in October-November 2024. BITMO enabled consultation session during the Friday breakfast club and at Belle Isle Senior Action. We have invited the team who carried out this consultation to attend the Board.

There is wide public support for safe pedestrian access. The Board are asked to make its support known to the Council, and Ward Councillors are asked to help to bring about the feasibility study.

Seating

Consultation has shown us that residents want to see seating, and have supported proposals to have seating that encourages people to talk together. Board members are asked to agree the following two types of seating.



Snake bench. Cost £2,938 plus delivery and installation.



Games table. Cost £1,288 plus delivery and installation.

If agreed, the items will be funded from the £50k provision made by the Board for environmental funding. We will apply for match funding starting with Wades Charity.

Windmill Close Update

BITMO staff have been consulting tenants and making improvements to Windmill Close over the last six months. The improvements so far have been:

- A caretaker clean up
- Repair of the metal railings to close a cut through.
- Putting bird mouth fencing in
- Planting a mini orchard and standard trees
- One A-frame installed on the ginnel to Belle Isle Road with one more scheduled

Next steps

Closure of a garden fence to prevent another cut through.

Appointment booked with Cleaner Neighbourhoods for a litter bin. If they agree to install one there will be a cost to BITMO of £256.48. The Council would then put the bin on their route for regular emptying.

Residents support the planting of a “statement tree” in the middle of the green and have selected a gingko tree. This will cost £210.

The Board are asked to agree funding for the litter bin and gingko (total £466.48) from the Community Fund.

Digital Initiative – ‘Get Box’ from Jangala

We are pursuing a free wifi initiative for those tenants most in need. It is through the company Jangala.

<https://www.janga.la/get-box>

- Get Box is a simple, plug-and-play solution: connect it to mains power, insert a mobile data SIM, and it's ready in a minute.
- The boxes are partnered with the databank and come with a sim card providing 25GB of data per month, for 12 months.
- Each box can connect to up to 10 devices at the same time.
- The Wi-Fi network generated by Get Box is reliable, safe and secure and features time-of-day restrictions and content blocking.

The Community Development Team has requested 12 Get Boxes to get us started. These will be delivered to us in April once a partnership agreement has been signed.

Jangala do not require any information on the households we gift them too, but we will keep a record of addresses and contact to gather outcomes and feedback at check ins. The data is not suitable to download, stream movies and play video games. In the first phase we will identify households that will benefit from this by reference to those who responded to our Voicescape survey. Jangala will be able to undertake remote updates and monitoring ensure smooth operation, while usage stats help measure performance without compromising privacy.

ASB and drugs initiative

We are aware that the prevalence of drug use and dealing in some parts of Belle Isle causes significant problems for the people living next to it. We are also aware that there is very low if not non-existent reporting of drug use and dealing to the police. Additionally, people are very reluctant to provide us with evidence and witness statements to support any action we might be able to take. The situation is that in the absence of first-hand reports by people affected, to the police, and evidence provided to BITMO we are unable to take any action. We urge the police to increase patrols in areas where we know there are issues, but without police reports they have no evidence to support additional resourcing to deliver this.

To address this we have identified a handful of tenants who we believe to be involved in the supply and/or use of drugs to an extent that is causing problems for neighbours. These tenants live in Windmill Close, Rosedales, Winrose Crescent and Winrose Approach. We are targeting these areas

with a communication campaign letting people know that we are aware of a problem, are working with the police, and need them to report what they see and experience.

Cost of living

Board are aware that many of our tenants live in exceptional hardship. Board has made resources available over many years to help to support tenants in hardship. For example the community fund, financial inclusion services, the winter warmth campaign and our community food offers are all designed to help people to make ends meet. This picture is not changing, and increasing costs, and reducing benefits are going to make things even more difficult for people.

We want to make sure that we are reaching those tenants who are in the greatest difficulty, who do not necessarily regularly engage with us through existing projects and opportunities.

We have begun an exercise to identify the households that are most affected by withdrawal of the winter fuel allowance and the child benefit cap. We have knowledge of 79 households receiving council tax support who have 3 + non dependants, and 126 pensioner households not in receipt of pension credits. We are writing to all of these households offering additional support if they are in hardship. This will enable us to target the work we do and achieve more impactful outcomes in our work.

Recruitment

We have recently recruited to the post of tenancy support coordinator. The post was offered to an existing member of staff, Dawn Cocking, and we are now seeking to back fill her position as Tenancy Support Officer. There has been a good level of interest in this role. We are also recruiting to the post of estate services planner, and when this post is filled will commence recruitment of the handyperson role.

NFTMO Awards and Annual General Meeting

Nominations are invited for the 12th annual round of NFTMO Awards for achievement in the TMO sector. Category details are given below.

Board is asked to consider potential applications in each category.

The NFTMO Annual General Meeting will take place over the weekend of 27-29 June 2025, at the Crowne Plaza Hotel in Stratford upon Avon. BITMO has secured three places and Board members are asked to write to the Chief Executive if they would like to attend (deborah.kelly2@belleisletmo.co.uk or at Aberfield Gate, LS10 3QH). It would be helpful if they could also state the reasons why they think they and BITMO might benefit from attendance. Please make any representations before 5pm on 15th April 2025.

The 2025 NFTMO Awards for Achievement in the TMO Sector



We proudly celebrate our 12th year of awards as we invite nominations for the **NFTMO Awards for Achievement in the TMO Sector**

Nominations must be in by **31 May 2025** and the Awards will be presented to the winners during a Gala dinner at the **NFTMO Annual Conference 27-29 June 2025**.

TMOs can nominate themselves as long as the nomination is endorsed by a third party. Landlord organisations can also nominate TMOs who manage their homes. Nominations can be made in any of the following categories:

Community Champion

Awarded to a TMO member who has represented or undertaken work on behalf of their local community. Nominations should set out how the work has benefited the local community and the changes it has achieved.

Board Member of the Year

Awarded to a TMO Board member who has gone 'above and beyond' in their work for the TMO. They may have represented the TMO in meetings with external agencies or contractors or provided high levels of support for their TMO.

Manager of the Year

Awarded to a TMO Manager who has demonstrated exceptional levels of involvement and work for their TMO.

Project of the Year

Nominees will be expected to demonstrate how their project has enhanced or supported the lives of their residents. The project may be a 'one-off' or a continuous scheme. It may affect the lives of the whole community or one section but it must have been initiated by the TMO even if it is delivered in partnership with others.

For Impressive Support to TMOs

Nominated by a TMO, nominees will be expected to demonstrate that they offer positive support to TMOs. This may be a local policing team, fire service, an advisor, trainer or key partner to the nominating TMO.

A TMO may also nominate the landlord who manages their housing stock.

Outstanding Contribution to a TMO by a Young Person aged under 25 years

Awarded to a Young Person(s) who has made a significant contribution to the work of their local TMO, whether as a board member, an active volunteer in the area or by mentoring other young people.

Nominations should set out the contribution of the Young Person and the impact their positive involvement with the TMO has made on the work of the TMO and the wider

Lifetime Achievement Award to the TMO Sector

This Award is presented by the Executive Committee to someone working in the TMO sector who, in the opinion of the Executive has made an outstanding contribution to the sector in general as an advisor, supporter or advocate of tenant management, or an individual living within the community who has been outstanding in their voluntary efforts supporting neighbours and other residents.

Nominations for consideration are welcomed.

Conclusion

There remain opportunities to improve performance, but overall performance is good, and compares favourably to local comparators. Considerable community engagement is taking place and there is clear evidence of the tenant voice in the work of BITMO, and the projects we run. Our contribution to partnerships in the community is also evidenced and continues to strengthen. Staff engagement and satisfaction is very positive and overall there is reason for a high level of confidence in the organisation.

Recommendations:

Board is asked to ACCEPT the report and to APPROVE the following:

- (i) Donation of £500 to the Windmill Children's Centre
- (ii) Donation of £414 to Belle isle Community Kitchen
- (iii) Agree to seek funding for the following:
 - Seating on Belle Isle Circus £2,938
 - Games table on the Circus £1,288
- (iv) The Board are asked to agree funding for the litter bin and gingko (total £466.48) from the Community Fund.

Notes:

3. Five Year Plan Review

BITMO

Board of Management Report



Meeting Date: 27^h March 2025

Report Title: Revised 5 year plan

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

The report provides a framework for a new five year plan, based on the revised vision and objectives approved by the Board in January. It identifies key projects to be undertaken and the measures of success against which delivery will be evaluated.

It links to the revised risk map, also approved in January, and the need to evidence compliance with the consumer standards. The risks in the risk map where the residual risk is rated medium are: board succession, quality of accommodation, quality of estate management, and compliance with operational procedures.

Measures of success are included in the revised plan. Projects and work themes are determined annually.

Recommendations:

Board is requested to APPROVE the framework for the five year plan and COMMENT on the projects identified as being delivered in 2025/26.

Equality Diversity and Inclusion

There are no implications for EDI.

Risk

The majority of risks are managed through the standard operating procedures and quality assurance arrangements in place as “business as usual”. The risk map identifies 4 risks that have a residual risk of medium. The five year plan will incorporate actions to manage these risks. Once these actions are in place they will become an established part of the business as usual control environment.

Financial implications			
Financial implications will be identified as the plan is developed.			
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 five year plan will improve customer service, stock knowledge and investment and empowering the community thereby having direct relevance to the consumer standards.			

Introduction

A revised risk map and strategic framework has been approved by the Board. Its renewed focus is to build a safer stronger greener Belle Isle, where people want to live, and to do this by investing in people’s homes, building tenant control, and supporting people to live well. These are BITMO’s objectives.

Mission: Build a safer stronger greener Belle Isle, where people want to live – **This reflects the pride we feel, community pride, and the high demand we experience for our housing.**

Objectives:

- 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 –**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**

The actions in the five year plan will flow from this renewed focus. The renewed focus has evolved. It is not a break from previous strategy. It incorporates the themes of Getting the basics right” “Our green agenda”, “Bitmo people” and “Empowering our community” . The one theme that has been “de-prioritised” following extensive engagement that evidenced that it is not a high priority for the community is “digital inclusion”. We will continue to support digital inclusion as business as usual through the GATE, and promotion of the portal but do not plan for any specific new projects at this time .

Business As Usual

Getting the Basics Right - This theme will continue the work stream of focusing on improving operating procedures, customer information and staff training.it will support each of our three objectives

The impact of this work stream will be seen in improved business performance across most metrics, robust quality assurance processes and an audit programme that provides a good level of assurance on the control environment in operation.

Our Green Agenda - This theme will focus on investment in the homes people live in, increasing bio-diversity on the estate and reducing carbon usage in the office. Success will be measured through an annual assessment of carbon reduction

Empowering our community- As a tenant led organisation empowering the community is key to our purpose. This theme is focused on the weaknesses identified in the governance review in 2024, specifically weaknesses in the engagement of Board members, and the broader tenant involvement structure that supports the board. Success will be measured through a further governance review in 2026.

BITMO People - Having achieved excellent levels of colleague satisfaction and engagement, we are ready to move to the next level. The next level is enhancing professionalism, talent management and continuing low levels of absence.

Success will be evidenced through the annual Work Buzz survey, attendance figures and training delivered.

New projects

As an organisation, we are well run, performing strongly, with a stable a staff team. We face considerable challenges in terms of social housing regulation, evidencing compliance, and needing to demonstrate continuing quality and improvement in a challenging social and economic context. It feels appropriate to focus our activity where we can have most impact. To do this we need to focus on fewer projects that will really deliver for our community and colleagues.

The plan on the next page identifies the key areas of focus in the first year of the five year plan. The five year plan is a “work in progress” and will be further developed with Board, colleague and tenant engagement. We will further develop the measures of success and key metrics that will be presented to the Board throughout the year to provide assurance that we are delivering the mission and objectives and the impact is clear, evidenced and communicated.

Objective	Theme	Action	What does good like and how will we know when it is done	Measures of success
Invest in peoples homes	Our green agenda	Invest in thermal efficiency programmes	Householders will be satisfied with the investment in their homes	Tnt satisfaction, spend against budget, carbon reduction
Invest in peoples homes	Getting the basics right	Improve the quality of estate management	Local pride inspections will evidence improved appearance, planters wil lbe better maintained.	TSM
Support people to live well	Our green agenda	Reduce use of carbon in the office and reduce energy bills	An LED lighting scheme wil lbe completed. Energy bills will be reduced.	carbon reduction
Support people to live well	Our green agenda	Support food growing in Belle Isle	Tnts wil lbe involved in the community orchard and garden and there will be increased take up of food growing opportunities.	Tnt feedback
Support people to live well	Our green agenda	Increase bio-diversity through planting and reduced grass cutting	Continue to progress work with the Leeds arium and Fruitworks.	TSMs
Support people to live well	Getting the basics right	ASB policy reviewed by LCC and being rolled out.	Higher levels of enforcement action on ASB. Higher levels of tenant satisfaction.	TSMs, QA
Support people to live well	Empowering our community	Raise awareness of DV and safeguarding	Tenants will report their experince of DV to us and we will support and sgnpost people to services that can help them.	
Support people to live well	Empowering our community	Promote reporting of criminal activity via door knocking and voicescape	We will see an increase in police intelligence and will take tenancy action to reduce ASB.	TSMs QA
Build tenant control	Empowering our community	Deliver a succession plan to support a strong board	We will have 1] a complete board 2] an "operations" type committee and 3] board will be able to concentrate on strategic issues.4] Board members will participate in training and development. 5] An external review of governance in 2026 and 2029 will provide good assurance.	Board KPIs
Build tenant control	Empowering our community	Develop the board to provide community leadership	Board members will participate in local pride inspections, and be champions for the estate.	Board self assessment
		Improve tenant information and accountability	We will provide customer service information that tenants contribute to and understand.	TSMs, QA

Recommendation:

Board is requested to APPROVE the five year plan framework and comment on the proposed plan for 2025/26

Notes:

4. Policy updates

BITMO



Board of Management Report

Meeting Date: 27th March 2025

Report Title: Policy updates

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

BITMO has a raft of policies which underpin its activities. They give clarity as to the responsibilities and processes relating to particular areas of operation.

Policies are due for review, revision and agreement at certain intervals in order to keep them up to date, relevant and in accordance with current guidance and legislation.

Policies presented for the current Board meeting are:

- Data Protection
- Anti-money Laundering
- Anti-bribery

In addition there are some proposed amends to the Safeguarding Policy that was reviewed in 2024. These amends are further suggestions from LCC.

Recommendations:

Board is requested to note and ACCEPT the report.

Equality Diversity and Inclusion

The safeguarding and DP policies have direct relevance to EDI. Protected characteristics are considered in each case and active monitoring takes place for safeguarding referrals.

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 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 review several policies where updates are needed or a review is due to take place.

Detail

1. Safeguarding Policy – was last reviewed in 2024 and some further amendments have been requested by LCC to reinforce the collaborative way in which the two organisations work together. Proposed changes are the inclusion of the following:

Scope: 'The policy is aligned to strategic plans for the Leeds Safeguarding Adults Board and Leeds Safeguarding Children Partnership and their priorities'.

Objectives: 'Ensuring awareness of city's strategic priorities relating to safeguarding and incorporating into BITMO's approach'.

Types of abuse: Self-neglect – leading to physical and/or mental harm.

Duties: 'Ensure connection into the city's strategic safeguarding priorities via regular attendance of Housing Safeguarding Lead Officer meetings. Ensure that we are responding robustly to self-neglect and accessing the Exceptional Risk Forum where appropriate'.

BITMO Safeguarding Lead Officer (SLO): 'The SLO has a responsibility to work closely with both the Leeds Safeguarding Adult Board and Leeds Safeguarding Children's Partnership to ensure there are safe arrangements in place. This is achieved by ensuring there is connectivity to their priorities and that city-wide learning and guidance are shared. BITMO works closely with its partners to develop a common understanding of issues and effective safeguarding responses to support citizens in Leeds.

2. Data Protection Policy (Appendix 2) – last reviewed in 2018. A new policy has been drafted which is based upon that of LCC. The old policy covered the same ground but was in a different format. The new draft policy has been reviewed by LCC staff.
3. Anti-money laundering (Appendix 3) – the existing policy has been reviewed in line with the recent LCC policy ([Anti Money Laundering Policy](#)) and some updates are suggested as follows:

3.1 The Money Laundering Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 and its updates, including the Money Laundering and Terrorist Financing (Amendment) Regulations 2019 are also recognized, although these impose specific obligations on those organisations in the regulated sector and those carrying out what is defined as 'relevant business'. This term does not apply to most areas of work carried out by BITMO. However, there may be discrete areas of work, particularly when carrying out work on behalf of external organisations, when these regulations may apply. As such, it is considered safest to comply with the spirit of the regulations in all work carried out by BITMO to avoid inadvertent infringement and prevent substantial reputational risk. Whilst the majority of money laundering activity in the UK falls outside of the public sector, vigilance by us, can help identify those who are or may be perpetrating crimes relating to the financing of terrorism and money laundering.

4. Provide training to all staff

7.4 The MLRO may need to report to the National Crime Agency where appropriate.

The LCC policy has not been used in its entirety as parts are not applicable to BITMO.

4. Anti-bribery (Appendix 4) – the LCC policy ([Anti-bribery Policy](#)) of 2024 has been used as a template for a revised BITMO policy.

Recommendation:

Board is asked to review the detail of the report and to APPROVE the policies as presented.

Notes

5. Complaints Annual Self-Assessment

BITMO



Board of Management Report

Meeting Date: 27th March 2025

Report Title: Complaints Self-Assessment

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

Annual assessment process to accord with requirements of the Housing Ombudsman.

Recommendations:

Board is asked to review, discuss and ADOPT the assessment.

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	

Introduction

The last self-assessment exercise was conducted by Board in 2024.

Detail

Review conducted in conjunction with LCC staff as the assessment falls under LCC reporting requirements as landlord. See Appendix 5.

Please note points 9.5-9.7 in the assessment. A member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC'). Full training will be provided.

Recommendation

Board is asked to:

- (i) Review and ACCEPT the self-assessment.
- (ii) Nominate a Board member to be the Member Responsible for Complaints

Notes

6. Community Fund

BITMO



Board of Management Report

Meeting Date: 27th March 2025

Report Title: Community Fund update

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

The report provides a summary of the work done by the Community Fund since its inception.

Recommendations:

Board are asked to Accept the report.

Equality Diversity and Inclusion

The Community Fund is open to all tenants in financial need and priority is given to those most in need.

Community Consultation

The fund seeks feedback on its activities.

Financial implications

The Fund is intended to be a steady use of a proportion of funds over and above the minimum threshold needed per the Reserves Policy.

Risk implications

The key risk is that the fund needs to be spent in the most advantageous way for those most in need.

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			

Introduction

The Community Fund was launched in December 2022 as a means of providing help to tenants in hardship and opportunities for development as well as to enable voluntary groups to undertake community work. It was also intended to help enhance the estate through a strategy of tree planting.

These activities are funded through a designation of existing reserves with the intention that this reduces any recognised surplus of reserves over the minimum threshold. The idea is to allow a steady drawdown of those reserves in a sustainable way over many years.

Detail

Financial outlay

COMMUNITY FUND	2024-25	2023-24	2022-23	Total
	£	£	£	£
ESTATE ENHANCEMENT*	14,333	15,176	460	
TRAINING & QUALIFICATION	10,410	8,923	2,573	
TENANCY SUSTAINABILITY/ HARDSHIP	23,169	25,724	1,595	
VOLUNTARY GROUP INITIATIVES	398	2,336	-	
Totals	48,309	52,158	4,628	105,096

(i) Estate Enhancement

In the last two years 48 standard trees have been planted and these cost have been supported by a grant from the White Rose Forest. In addition some 47 fruit trees have been planted across the estate, including the community garden off Belle Isle Circus.

(ii) Training and Qualification

These costs have mainly been to provide English and Maths tuition for young people on a Tuesday evening at the Gate.

(iii) Tenancy Sustainability and Hardship

From February 2022 – March 2025 there have been 129 applications for household items from families in financial hardship. The approximate total cost of such items is £35,230.

Item funded	Beds	Washing Machine	Cookers	Fridge Freezers	Carpet/Rugs	Other	Total
How many	15	20	26	18	33	17	129
Cost	2,790	4,500	7,955	4,025	12,780	3,180	35,230
Proportion	8%	13%	23%	11%	36%	9%	100%

A large part of the Other category is helping tenants with fuel debts £1,400.

In addition to these there have been other cost regarding the Winter Warmth Campaign, which has proved very important for many families.

Winter Warmth 2024

171 Applications

110 Applicants received packs

61 Did not receive pack:

Reasons packs not given:

- Didn't answer call
- Didn't reply to text
- Didn't collect pack
- Ineligible: received 2023
- Not BITMO Tenant

Gave out in packs:

258 pairs of socks

148 hot water bottles

145 blankets

*Electric throw 1

*Electric blanket 1

*Snoods 3

Stock remaining:

13 Hot water bottles

1 Blanket

*2 Electric blankets

*Items left from 2023 scheme

(iv) Voluntary Group Initiatives

Costs include grant payments to various tenant groups for Coronation and other parties as well as vouchers for the Child Centre and a donation to Foodbank .

Feedback

A sample of case studies is given below:

1 Mr X was happy with the decision and pleasantly understanding of some necessary delay in delivery. Speaking to him, he explained that he can struggle with his mobility and the provision of a frost free appliance will make his life feel much easier.

2 Tenant moved in home with no household goods or furniture. BITMO Financial Inclusion Officer supported with other referrals to be able to get funding for washing machine and sofa and the Community Fund helped with providing a cooker. So many applications have been supported through joined up working in the organisation and teams doing their best to source what is available.

3 First tenancy since being released from prison. Unable to qualify for UC and been working overtime. Due to having other priority things to pay for the property he has no money left from his wage to pay for his rent, leaving him in nearly £500 arrears that BITMO Rents Team worked to arrange payment plan. After leaving a bail hostel he did have a housing support worker, however since commencement of his tenancy with BITMO he no longer receives support. Community fund helped with a washing machine and bunk beds for children to stay and helped the tenant get onto his feet and give him the confidence and tools to maintain his tenancy/ home going forward.

Application for Board approval

Application:

Supreme Starlets are a not-for-profit majorette troupe training every Monday evening at South Leeds Youth Hub. The group were formed in 2009 and run by troupe leaders Hayley Chalders and Samantha Beecroft.

We provide children and young adults between the ages 3 and 21 years a safe environment to practice their much-loved hobby of majorettes. Supreme starlets also work with children with learning difficulties which makes it even more important for the children to get the chance to interact with other children and be given the chance to have fun whilst learning majorettes.

We keep the cost of training to a bare minimum and just cover the hall hire to allow us to reach the most vulnerable children from our community. This also means we are a popular choice within the community and have a high retention rate with people accessing our group.

Supreme Starlets compete March – November in the national competitions across the country entering Pom Pom, Dance Twirl and Military Rank categories.

The group would like to ask BITMO's Community Fund to support the group with the cost of accessories for practicing to give confidence alongside more established troupes. We are passionate in trying to provide our members with the best possible experiences that are available to them and to allow them opportunities that they would not be able to usually access.

Group	Age Band	How many?
Babies	3-6	8
Tots	6-9	11
Tinies	9-12	10
Juniors	12-16	8
Seniors	16 plus	20

Each child is charged £20 per month to attend sessions with this cost covering room hire.

Venue	Hire costs
South Leeds Youth Hub	£20 per hour 3 hours hire per week = £240 per month

Remaining funds raised helps towards cost of costumes and equipment. We re-use uniforms as much as we can as we understand they can be expensive, and we don't want costs to be a barrier. We will be visiting Belle Isle repair café to ask if they could mend some minor tears and help sew on more sequins. And we plan to perform at this years Belle Isle Gala with a table to sell cakes and raise money.

The group have their own constituted bank account and have up to date insurance. They have accessed other funding streams but due to criteria this can be difficult. The group is voluntarily run with fundraising helping support costs in the past, sadly Covid-19 played a significant part in this not being as accessible.

Amount requested	What this money will pay for	Supplier and cost
£500	20 sets of pom poms	ilovecheer.com/category/poms/

		<i>20 pairs of pom poms @ £25 each = £500</i>
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Information is being collated as to how many users live on Belle Isle estate in order to gauge how many are tenants. This will be reported to Board at the meeting

Conclusion

The Community Fund continues to be a much appreciated mechanism for getting help to those tenants most in need.

Recommendations
Board is asked to discuss and ACCEPT the above report and to APPROVE the above funding application.

Notes

7. Finance Committee reports

BITMO



Board of Management Report

Meeting Date: 27th March 2025

Report Title: Finance Committee reports

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

The report provides detail of the papers considered by the Finance Committee at its meeting of 20nd March 2025.

Recommendations:

Board are asked to Accept the report and any recommendations of the Committee.

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 Revenue Accounts

7.1.1 Revenue Management Accounts 2024-25

Management Accounts for the period ending 31st January 2025

Expenditure	Budget £	Year to Date Budget £	Actual Spend £	Variance	Notes
RESPONSIVE MAINTENANCE	1,574,133	1,243,487	1,181,328	62,159	1
CYCLICAL MAINTENANCE	613,055	462,301	458,324	3,977	2
TOTAL MAINTENANCE`	2,187,188	1,705,788	1,639,652	66,136	
COMMUNITY DEVELOPMENT	258,434	216,570	202,176	14,394	3
INCOME AND TENANCY	300,042	250,035	245,549	4,486	4
TENANCY SUPPORT	260,639	217,199	207,402	9,797	5
RETIREMENT LIFE	108,989	90,824	91,505	(681)	6
CORPORATE RUNNING COST	196,788	163,525	170,022	(6,498)	7
CORPORATE STAFFING COST	411,480	347,067	328,085	18,981	8
SERVICE LEVEL AGREEMENTS	61,012	50,843	50,843	0	
DEPRECIATION					
TOTAL EXPENDITURE	3,784,572	3,041,851	2,935,235	106,616	
INCOME					
Management Fee and Other Income	3,769,924	3,140,346	3,174,776	34,430	9
OPERATING SURPLUS/(DEFICIT)	(14,648)	98,494	239,541	141,047	
Thermal Efficiency	(200,000)	(100,000)	(100,000)	0	
Community Fund Costs	(60,000)	(50,357)	(46,275)	4,082	
(Deficit) after exceptional	(274,648)	(51,863)	93,266	145,129	

Notes:

1. Responsive repairs

Underspend of £62.1k is largely due to fewer void works than anticipated.

Repairs on day to day repairs is underspent by £12.5k.

Repairs on Void Properties is underspent by £47.5k. 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 £9.9k on repairs by other contractors. This is mainly on Asbestos Surveys.

Lease of vans (shared equally with Cyclical Maintenance) is £2k underspend as the lessor has refunded for less mileage than what the annual charge was based on.

£16.7k more was capitalised for staff time from April 24 to January 25, between Responsive

Repairs and Cyclical Maintenance.

2. Cyclical Maintenance

The Cyclical Maintenance budget is underspent by £2.4k. This is after an overspend of £35.9k on salaries due to agency cost for temporary cover. Planned Maintenance is underspent by c£46k - mainly on carbon monoxide alarms where the main programme is now complete.

3. Community Development (GATE)

Community Development budget is underspent by £14.4k. This is mainly on staffing cost (£12.2k) because of pension scheme opt-outs. Running costs were overspent by £1.3k and £3.9k is underspent on events as Gala costs were tailored to funding without external support.

4. Income and Tenancy

Underspend of £4.5k is mainly on payroll which is underspent by £4.2k.

5. Tenancy Support

Underspend of £9.8k is mainly on payroll pension scheme opt-outs.

6. Retirement Life Support

Overspend of £680 is mainly on Running Costs.

7. Corporate Running Cost

Corporate Running Cost budget is overspent by £6.5k. 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 £19k is largely on payroll cost mainly due to an unfilled post.

9. Income

Income in first six months was £34.4k more than budgeted. This is almost all due to £31k more incentive payment for fewer void properties than target allowed.

There will be some adjustments to cyclical repair budgets subsequent to the reporting above.

(i) Fire Risk Assessments will be conducted by Firntec consultancy slightly earlier than planned in order to expedite associated works. This will lead to an increased cyclical repairs costs of up to £35k. It is likely that perhaps 1/3 of such works are completed by the year end.

(ii) Conversely there will be a reduction in costs associated with Leeds Building Services as works have been delayed. This has reduced expected costs for 2024-25 and increased costs in 2025-26 by some £17k.

Recommendation:

Board is asked to ACCEPT the report (Recommended by Finance Committee).

Notes:

7.1.2 Revenue Draft Revised Budget 2025-26

The provisional Management Fee allocation previously given by LCC previously has now been confirmed as the draft budget was approved by Council on 26th February.

The overall increase in the management fee will therefore be £142,020 (with the void incentive targets 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.

An initial draft budget for 2025-26 was presented to the Finance Committee and Board in January 2025. That budget indicated a break-even position, with a small surplus of £1k. There was then a projected Community Fund spend of £52k plus a contribution to capital schemes of £100k.

Board was told that any revisions would be brought to the meeting in March 2025.

Revised figures are presented below:

EXPENDITURE	Estimated 2024-25 £	Initial Budget 2025-26 £	Revised Budget 2025-26 £	Variance 2025-26	Notes
Responsive Maintenance	1,436,162	1,493,780	1,493,780	0	
Cyclical Maintenance	583,252	687,893	723,915	36,022	1
Total Maintenance	2,019,414	2,181,673	2,217,695	36,022	
Community Development	254,613	271,087	267,587	(3,500)	2
Income & Tenancy	298,259	323,194	323,194	0	
Tenancy Support	251,281	323,715	323,715	0	
Retirement Life	108,729	117,816	117,816	0	
Corporate Running Costs	219,525	209,358	231,358	22,000	3
Corporate Staffing Costs	398,564	419,776	419,776	0	
Service Level Agreements	61,012	63,453	63,453	0	
				0	
TOTAL EXPENDITURE`	3,611,397	3,910,071	3,964,593	54,522	
INCOME					
Management Fee and Other Income	3,792,160	3,911,537	3,911,537	0	
OPERATING SURPLUS/(DEFICIT)	180,762	1,465	(53,057)	(54,522)	
Capital programme	(100,000)	(100,000)	(100,000)	0	
Community Fund Costs	(50,700)	(52,000)	(52,000)	0	
(Deficit) after exceptional items	30,063	(150,535)	(205,057)	(54,522)	

The proposed budget revisions for 2025-26 are as follows:

1. Cyclical costs have increased by £36,022 due to the following:
 - Additional Electrical Testing costs (£13,126) are expected due to a delay in testing in the current year.
 - Additional Stairlift servicing costs are expected of £4,000 due to delays in servicing.
 - Fire Risk Assessment costs will increase by £18,896 due to the need to assign work to an external contractor whilst staff are trained to undertake the work going forward.

2. Community Gate tables. A transfer of cost of £3,500 from the 2025-26 budget to the current year. Tables for the Gate have been researched and sourced and orders are being placed. This represents a timing issue only and not additional spend over what has been already agreed.

3. Corporate running costs have been increased by £22k for the following:

- A consultancy cost of £6,800 to enhance governance structures and Board recruitment. This has arisen from the recommendations of the Governance Audit of 2023. A letter has been sent to Board members asking if this could be approved. An email was then sent to gather further responses. Five responses were received – four in favour and one against. In light of this indicated preference, the fee has been incorporated into the revised budget figures and presented for Board discussion and decision.
- A quote for renewing the lighting in the office has been obtained. This was originally estimated at £11k following a consultation, but a further option would be to utilise movement sensors to further reduce future energy costs. A rough estimate would therefore be to increase the original estimate by £9k. A firm figure will be available by the time of the Committee meeting. It is expected that the cost will be recouped by reduced running costs over a four year period and would also aid the green strategy of the organisation.
- A revision to the structure of the front counter. This would be in order to create a more permanent screen between the counter and the public area. Associated to this would be a new hearing loop system to aid people with hearing difficulties. The cost of this would be £6.2k.

Board is asked to discuss and if possible approve the above reported changes to the 2025-26 revenue budget.

Reserves projections:

	£
Reserves at start of financial year 1.4.24	1,767,034
Target minimum reserves (potential)	(906,603)
Available	860,431
Estimated result 2024-5	30,063
Budget result 2025-26	(205,057)
	(174,94)
Projected available balance 31.3.25	890,494
Projected available balance 31.3.26	685,437

Previously reported to Board:

Projected balance at 31.3.25	£875,479
Projected balance at 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 over the two years 2024-25 and 2025-26. This will be utilised by spend of £100k in each financial year.

Recommendation:

Board is asked to recommend AGREEMENT of the revised Revenue Budget 2025-26 and specifically the following amends:

- (i) Tpas governance consultancy work £6,800. Finance Committee requested further information to be put to Board.
- (ii) Additional spend on office lighting – the amount to be confirmed at the meeting. Recommended by Finance Committee.
- (iii) Development of the Housing Counter structure £6,200. Recommended by Finance Committee.

Notes:

7.2 Capital accounts

7.2.1 Capital accounts 2024-5

Introduction

The latest capital accounts for 2024-25 indicate that there may be a total spend close to 90% of initial budget.

Capital accounts 2024-25 (as at 10.3.25):

Title	Actual			Budget		Notes
	10.3.26	Comms	Tot	24/25	Variance	
	(£000's)	(£000's)	(£000's)	(£000's)	(£000's)	
Adaptations	136.4	10.0	146.4	225.0	78.6	1
Windows And Doors		10.0	10.0	20.0	10.0	
Mansard Roofs		46.0	46.0	184.1	138.1	2
Roofing			-	15.0	15.0	
Works To Tenanted Properties	5.6		5.6	-	-	5.6
Adaptations			-	-	-	
Planned Asbestos	0.6		0.6	-	-	0.6
Boiler Replacement / Remedials	110.3	66.2	176.5	125.0	-	51.5
Rewires/ Electrical Remedials	1.8		1.8	25.0	23.2	5
Kitchens And Bathrooms	350.0	39.0	389.0	414.0	25.0	6
Decency Failures	0.1		0.1	-	-	0.1
Public Footpaths	1.6	8.6	10.2	10.0	-	0.2
Re-Pointing Scheme			-	30.0	30.0	7
External Grp Doors	0.2		0.2	-	-	0.2
Fencing		21.0	21.0	50.0	29.0	8
Asbestos Surveys/ Removals	7.3		7.3	25.0	17.7	9
Thermal Efficiency	253.6	48.0	301.6	175.5	-	126.1
Adhoc Capital	173.2		173.2	194.4	21.2	10
Chimneys/ Canopies		15.0	15.0	25.0	10.0	11
Fire Risk			-	20.0	20.0	12
Damp Works			-	30.0	30.0	13
Unadopted Roads		-	-	5.0	5.0	
Legionella			-	2.0	2.0	
Bitmo Voids	35.0	115.0	150.0	125.0	-	25.0
Unposted capitalised salaries		25.0	25.0	-	-	15
	1,075.7	403.9	1,479.6	1,700.0	100.3	
Proportion of Budget			87%			

Notes

1. The planned level of adaptation works has not materialised and is by its nature reactive to the number of applications being requested. Some 11 jobs have been completed with an average cost per job of £5,051, including 6 wet floor shower rooms.
2. Mansard roof costs were budgeted at £184k. There was a delay in getting the contract in place which has meant that the majority of costs (2/3rds £138k) will now fall into 2025-26 for this tranche of work. It has been agreed with LCC that this element of the 2024-25 budget will be transferred to 2025-26.
3. Misc spend items that will be reallocated to existing budgets.
4. Additional spend has been incurred on boilers, when Sayes have recommended a change is needed.
5. Rewires work again depends upon stock condition data and little spend has been identified other than void works.
6. Kitchen and bathroom costs are roughly on budget.
7. Re-pointing works have been undertaken via the thermal efficiency work.
8. Fourteen fencing jobs have been completed altogether, including those at Windmill Close below. Seven fencing jobs have been completed at Aberfield Rise and seven at individual properties. The average cost has been £1,507.



9. Asbestos survey work is again reactive and difficult to budget.

10. Adhoc capital works include 13 completed jobs, including a major rebuild of a section of house after a cash crashed in to it (£24k). The average price per job was £6,881.
11. Several canopies are being completed (14 underway West Grange Green and Aberfield Close).
12. Fire Risk works will flow from forthcoming assessments.
13. A damp and mould register is maintained with some 200 properties. Works thus far have been revenue rather than major capital items such as Envirovent units.
14. Void works are capitalisations of works that have been charged to revenue but are deemed to be of a capital nature. An element of such works will be re charged to tenants going forward where tenancy conditions have been breached. This will flow from better recording of property condition when going into void.
15. An element of repairs personnel payroll costs are charged to capital schemes.

Recommendation:

Board is asked to ACCEPT the report (Recommended by Finance Committee).

Notes:

7.2.2 Revised Capital Budget 2025-26

An initial budget was presented to the Finance Committee in January 2025, with the expectation that a revised budget would be brought to the Committee and Board in March 2025.

The needs of the asset management strategy are based upon the most up to date stock condition data. This data set is now almost up to date.

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

Programmed repairs tracker	2025-26 Budget revised	2025-26 Budget prior	Variance	2024-25 Budget	Comments re 2025-26
Total Budget					
Workstreams	£	£	£	£	
Kitchens And Bathrooms	222,300	233,700	- 11,400	-	39 Kitchens replacements
Kitchens And Bathrooms	98,000	98,000	-	414,000	14 Kitchens replacements
Kitchens And Bathrooms	40,000	40,000	-	-	10 Bathroom replacements
Boiler Replacement / Remedials	230,400	230,400	-	125,000	128 Boiler replacements
Mansard roofs	145,600	145,600	-	184,100	14 Mansard Roofs
Thermal Efficiency works	200,000	200,000	-	175,500	
Windows and Doors	66,000	66,000	-	20,000	30 Window replacements
Windows and Doors	38,500	38,500	-		35 Front Door replacements
Windows and Doors	24,000	24,000	-		24 Back Door replacements
Windows and Doors	14,000	14,000	-		14 Side Door replacements
Rewires/Electrical Remedials	128,000	128,000	-	45,000	44 Rewires
Adaptations	75,000	75,000	-	225,000	
Adaptations	75,000	75,000	-		
Unadopted Roads	20,000	20,000	-	15,000	
Roofing	50,000	50,000	-	40,000	
Capital Voids	-	-	-	125,000	
Asbestos Surveys/Removals	-	-	-	25,000	
Fencing	-	-	-	50,000	
Repointing	-	-	-	30,000	
Voids	123,200	111,800	11,400		
Decenty Failures	50,000	50,000	-	226,400	
			-		
Total	1,600,000	1,600,000	-	1,700,000	
Revised Budget available	1,600,000	1,600,000		1,600,000	

Recommendation:

Board is asked to AGREE the revised Capital Budget 2025-26 (Recommended by Finance Committee).

Notes:

8. Board forward plan

BITMO



Board of Management Report

Meeting Date: 27th March 2025

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 Risk Register Finance Committee
March 27 th		Highways Financial Inclusion	Budgets Complaints Safeguarding Finance Committee
May 29 th		TSM Survey	GATE Programme Performance KPI's Risk Register 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 Risk Register Repairs GATE programme
September 25 th			2025 Annual General Meeting (AGM)

(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	Rent collection and support An update on how we support a positive rent payment culture.
May 2025	The GATE: Development and Impact Implementation of the new outreach strategy.
July 2025	Lettings How we let properties
Sept 2025	Community Development opportunities Partner discussion.

Recommendation

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

Notes

9. Any Other Business

None as at 20.3.25.

Date of Next Meeting: Thursday 29th May 2025 at 6.00pm

APPENDIX 1

BOARD

MINUTES

30th January 2025

**BELLE ISLE
TMO
FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 30TH January 2025**

Present: Harry Austin
Jean Burton
Margaret Brown
Trevor Brown
Tracey Morris
Julie Rhodes
John Oddy
Emma Walkley
Cllr Wayne Dixon
Cllr Emma Pogson Golden

In Attendance: Deborah Kelly (Chief Executive Officer)
Curtis Jenner (Head of Repairs, Maintenance and Investment)
Peter Sutton (Community Development Manager)

Presentations:

1. Yinka Ayeni from Barca Charity presented on the employment related work of the organisation and the importance of liaison with local partners.
2. Sgt Dan Ryder of West Yorkshire Police Service reported on local crime stopper initiatives and encouraged the reporting of incidents. Work included an increased use of social media to focus on work done. There had been three drug arrests in the last three months. Attendance at the Gate had increased and was proving popular.
3. Curtis Jenner gave a bitesize training session on capital investment on the estate. A query was raised as to whether radiators were flushed during boiler replacements. It is confirmed that the contractor uses a chemical flush not a power flush. A chemical flush is more gentle using chemical to solution added to the system water. It breaks down sludge and debris over time while the system operates and is left in for a couple of weeks and is good for systems that are well maintained every year. A powerflush is harsher and needs specialist tools.

PART A – Public Agenda Items

Apologies

Apologies were received from: Sharafath Ghafiri, Gerry Roberts, Rose Hodgkinson, Ashley Knowles, Paul Truswell.

Questions from the Public

There were no members of the public present.

Issues raised by Board Members for the Agenda

There were no issues raised.

1. Minutes and Matters Arising

The minutes of the meeting held on 28th November 2024 were approved.

Matters Arising from the Board meeting held on 28th November 2024 were as follows:

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 for Approval

The Board were asked to approve the minutes and Matters Arising not covered elsewhere on the agenda

Approved

2. Operational Reports

The Chief Executive Officer presented the Operational Reports and highlighted the following:-

Q3 Performance

The CEO reported that overall performance is good and improving.

Standard operating procedures and quality assurance processes are currently being developed that will support our continuing improvement in customer service and KPI performance.

Repairs

Repairs performance is being closely managed. Jobs completed within target time is at 91% for Quarter 3, which is positive. The Xmas period caused some issues with appointing work and Mears are catching up with a back log of repair jobs. Due to this 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, although 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 the Leeds City Council area.

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%.

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

Void management and lettings

Void relet time has been reducing consistently. The 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 have attracted 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 increase the number of home visits we have employed two temporary staff and an existing member of staff to undertake the home visits. 80 visits were achieved 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 local comparators.

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.

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. Feedback from this was provided at the 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 undertaking a consultation exercise on 27 January

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.

Recommendation for Approval

The Board were asked to Note and Accept the Report.

3. Five Year Strategic Plan Review

The CEO advised that 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. It was felt that our existing objectives feel like the bare minimum anyone would expect.

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.

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

The Board was asked to approve this amendment to our mission statement and objectives, or to suggest alternatives. 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.

A new 5 year plan would be developed and presented to the Board in March.

Recommendation for Approval

The Board was asked to Accept and Approve the amendment to our mission statement and objectives, or to suggest alternatives.

ACCEPTED and APPROVED

4. Strategic Risk Register

The CEO advised that 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.

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

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.

The full updated Strategic Risk Register was provided by 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 for Approval

The Board were asked to Note and Accept the Report.

NOTED and ACCEPTED

5. Local Lettings Policies

The CEO provided a report and advised on the following points:-

Local lettings policies (LLP's) 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 Anti-Social Behaviour, 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 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+.

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.

We are currently involved in the review of LLPs with Leeds and anticipate that changes will be made.

We will report back to the Board when the outcome of the review is completed.

Recommendation

The Board was asked to Accept the Report.

ACCEPTED

6. Tree Nursery and Parkside Hub Projects

6.1 Tree Nursery

The CEO reported that a minimum 5 year tree nursery project is proposed on unused land in Belle Isle in the LS10 3AH area.

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

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.

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.

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 took 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.

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

The Board was asked to Accept the Report.

ACCEPTED

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 Hub is located at LS10 3HQ, next to Windmill Primary School.

The building had been due to be put into void and shut down, but this is currently on hold.

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

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

If agreement is 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 currently being investigated.

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 bringing 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.

Recommendation

The Board was asked to Accept the report.

ACCEPTED

7. Finance Committee Reports

7.1 Leeds CC Management Fee

The Head of Governance and Finance Committee and Board were previously advised that LCC had advised of a reduction in the management fee for 2025-26.

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 will resume in due course

Recommendation

The Board was asked to Accept the Report.

ACCEPTED

7.2 Revenue Accounts

7.2.1 Revenue Management Accounts 2024-25

The Head of Governance and Finance presented the Revenue Management Accounts for the 9 months to 31st December 2024.

Recommendation:

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

ACCEPTED

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.

The 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.

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 were presented to the Board.

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).

Recommendation

The Finance Committee recommended Approval of the initial Draft Revenue Budget 2025-26 to the Board, subject to review in March 2025.

APPROVED

7.3 Capital accounts

7.3.1 Capital accounts 2024-5

A summary of the Capital accounts for the period to 31st December 2024 were presented at the meeting.

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

Recommendation

The Board was asked to Accept the Report.

ACCEPTED

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 were presented at the meeting.

In addition to the draft budget figures 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

The Board was asked to Approve the initial Draft Capital Budget 2025-26, subject to review In March 2025.

APPROVED

8. Board Forward Plan

The following schedule sets draft proposals for Board meetings for the 2025-26 year, to the AGM.

In addition to this the Board will 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 were asked to discuss and APPROVE the Board forward plan.

APPROVED

9. Any Other Business

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

APPENDIX 2

**DATA PROTECTION
POLICY**

BITMO DATA PROTECTION POLICY

DRAFT

Background

Belle Isle TMO (BITMO) has to process information in order to deliver and improve its services. BITMO maintains a registration with the Information Commissioner's Office (ICO) as an organisation that processes personal data.

The Data Protection Act 2018 says that any personal data we collect and hold about you has to be:

- processed lawfully, fairly and in a transparent manner
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed
- processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures

As the controller, BITMO shall be responsible for, and be able to demonstrate compliance with the above principles relating to the processing of personal data

Data Protection Policy

BITMO needs to process personal data and private information in order to deliver many of its services. The objective is to use personal data and private information in

the most efficient and effective way possible to deliver better services, and to enhance privacy.

We will:

1. Adopt the least intrusive approach. Where services can be delivered or improved without affecting personal privacy, they will be.
2. Process all personal data fairly and lawfully throughout its whole lifecycle.
3. Ensure that any processing of personal data (particularly special categories of personal data) is justified on one or other of the legal bases set out in the data protection legislation, and ensure that any dealing with private information is compatible with individuals' rights set out in human rights legislation.
4. Ensure that personal data or private information is obtained fairly and transparently.
5. Use personal data and private information throughout its whole lifecycle in a way which is compatible with the purposes which were communicated at the point of collection or before further processing, or for other purposes which are legally permitted.
6. Only share personal data or private information where the BITMO has the individual's consent or where this is legally permitted, or where we are required to do so by law. Where this is done without consent, the BITMO ensures that there is openness and accountability in the process of striking a fair balance between individual rights and the wider public interest.
7. Collect and process only the minimum relevant amount of personal data or private information which is required to fulfil the purpose.
8. Take every reasonable step to ensure that data are accurate and where necessary kept up to date, and to ensure that inaccurate data are erased or rectified without delay.
9. Ensure that personal data and private information are kept in a form which permits identification for no longer than necessary, and that data and information is no longer retained once the purpose for processing has been fulfilled. Such data and information will be securely destroyed, in line with specific data retention policies.
10. Process data in a way that ensures appropriate security, including protection against unauthorised or unlawful processing and against accidental or unlawful destruction, loss, alteration, unauthorised disclosure of or access to personal data using appropriate technical and organisational measures Including as appropriate the pseudonymisation and encryption of data, ensuring systems and services are resilient, and availability and access can be restored appropriately, and regularly testing and checking how effective these measures are.
11. Demonstrate responsibility and accountability for all matters in this Policy Statement, and keep appropriate records of processing activities.

12. Not transfer personal data or private information to any country outside the European Economic Area unless that country ensures an adequate level of privacy protection, or BITMO has provided appropriate safeguards.
13. Facilitate the exercise of data subject rights, including the right of access, the right to rectify or complete data, the right to erasure (right to be forgotten), right to restriction of processing, right to data portability, right to object, and right not to be subject to a decision based solely on automated processing.
14. Ensure data protection by design, by implementing appropriate technical and organisational measures which are designed to implement the data protection principles above, in an effective manner and to integrate the necessary safeguards into the processing.
15. Ensure data protection by default, so that by default only data which are necessary for each specific purpose of the processing are processed, and by default data are not made accessible to an indefinite number of people.
16. Use only data processors who provide sufficient guarantees to implement appropriate technical and organisational measures to meet the requirements of data protection legislation and ensure the rights of data subjects are protected.
17. Notify personal data breaches to the Information Commissioner's office (ICO), and communicate personal data breaches to data subjects as required by data protection legislation and wherever the ICO is notified.
18. Carry out data protection impact assessments as required by data protection legislation.
19. Ensure BITMO's data protection officer is accessible to data subjects with regard to all issues about the processing of their data, or the exercise of their rights under data protection legislation.

Special category personal data - Appropriate Policy

This is the "appropriate policy document" for Belle Isle TMO. It sets out how we will protect special category and criminal convictions personal data.

It meets the requirement at paragraph 1 of Schedule 1 to the Data Protection Act 2018 that an appropriate policy document be in place where the processing of special category personal data is necessary for the purposes of performing or exercising obligations or rights which are imposed or conferred by law on the controller or the data subject in connection with employment, social security or social protection.

It also meets the requirement at paragraph 5 of Schedule 1 to the Data Protection Act 2018 that an appropriate policy document be in place where the processing of special category personal data is necessary for reasons of substantial public interest. The specific conditions under which data may be processed for reasons of substantial

public interest are set out at paragraphs 6 to 28 of Schedule 1 to the Data Protection Act 2018.

Procedures for securing compliance

Article 5 of the General Data Protection Regulation sets out the data protection principles. These are our procedures for ensuring that we comply with them.

Principle 1

Personal data shall be processed lawfully, fairly and in a transparent manner in relation to the data subject. BITMO will:

- ensure that personal data is only processed where a lawful basis applies, and where processing is otherwise lawful
- only process personal data fairly, and will ensure that data subjects are not misled about the purposes of any processing
- ensure that data subjects receive full privacy information so that any processing of personal data is transparent

Principle 2

Personal data shall be collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes. We will:

- only collect personal data for specified, explicit and legitimate purposes, and we will inform data subjects what those purposes are in a privacy notice
- not use personal data for purposes that are incompatible with the purposes for which it was collected. If we do use personal data for a new purpose that is compatible, we will inform the data subject first

Principle 3

Personal data shall be adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed.

BITMO will only collect the minimum personal data that we need for the purpose for which it is collected. We will ensure that the data we collect is adequate and relevant.

Principle 4

Personal data shall be accurate and, where necessary, kept up to date.

BITMO will ensure that personal data is accurate, and kept up to date where necessary. We will take particular care to do this where our use of the personal data has a significant impact on individuals.

Principle 5

Personal data shall be kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed.

BITMO will only keep personal data in identifiable form as long as is necessary for the purposes for which it is collected, or where we have a legal obligation to do so.

Once we no longer need personal data it shall be deleted or rendered permanently anonymous.

Principle 6

Personal data shall be processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.

We will ensure that there appropriate organisational and technical measures in place to protect personal data.

Accountability principle

The controller shall be responsible for, and be able to demonstrate compliance with these principles.

Our senior management team is responsible for ensuring that BITMO is compliant with these principles.

The senior management team will:

- ensure that records are kept of all personal data processing activities, and that these are provided to the Information Commissioner on request
- carry out a Data Protection Impact Assessment for any high risk personal data processing, and consult the Information Commissioner if appropriate
- have appointed a Data Protection Officer to provide independent advice and monitoring of BITMO's personal data handling, and that this person has access to report to the highest management level of the department

- have in place internal processes to ensure that personal data is only collected, used or handled in a way that is compliant with data protection law

Data controller's policies as regards retention and erasure of personal data

We will ensure, where special category or criminal convictions personal data is processed, that:

- there is a record of that processing, and that record will set out, where possible, the envisaged time limits for erasure of the different categories of data
- where we no longer require special category or criminal convictions personal data for the purpose for which it was collected, we will delete it or render it permanently anonymous
- data subjects receive full privacy information about how their data will be handled, and that this will include the period for which the personal data will be stored, or if that is not possible, the criteria used

If you wish to make a request under Schedule 2, Part 1(2) or Part 1(5) please email us directly at BITMOenquiries@belleisletmo.co.uk.

Contact us

If you have any data protection queries please contact us at: BITMOenquiries@belleisletmo.co.uk or phone 0113 378 2188.

Author: HGF

Presented for adoption: 27.3.25

Next Review: 2028

APPENDIX 3

ANTI-MONEY LAUNDERING POLICY

BELLE ISLE TMO (BITMO) ANTI-MONEY LAUNDERING POLICY

1. Introduction

1.1 Belle Isle Tenant Management Organisation is committed to the highest levels of openness, probity and accountability. In line with the commitment, it has put in place appropriate and proportionate anti-money laundering safeguards and reporting arrangements.

2. Objective of this policy

2.1 The purpose of this policy is to ensure BITMO's compliance with anti-money laundering laws and regulations, to assist law enforcement in combating illegal money laundering and to minimise the risk of the organisation's resources being used for improper purposes

2.2 By definition, money laundering is the practice of cleaning up money that has, for some reason, been obtained illegally. Often there is a complex trail involved so that the practice cannot be easily identified or traced.

2.3 Money laundering can occur in many ways. It may happen by dispersing money through many different bank accounts (to hide its origins) but can also occur when the organisation is used unwittingly as a "trading partner".

2.4 The risk of money laundering is assessed by senior management. The fact that present funding arrangements may indicate low risk does not detract from the possibility that such risk may rise in future.

2.5 Examples of potential money-laundering could potentially include:

- Funding is offered to support the organisation with a restriction on which organisation or person should carry out the work the monies will fund,
- A loan or funding is received from a supporter then they change their mind and request a (partial) refund: the loan repayment may be to a different bank account,
- Funding is received then refund is requested on the grounds the donation was made in error,
- A loan is made where the organisation may keep the interest but must repay capital,
- Unusual transactions or those which seem to make no commercial sense or are "too good to be true".

3. Scope of this policy

3.1 It is the policy of BITMO to comply fully with applicable provisions of the Proceeds of Crime Act 2002, Fraud Act 2006, Terrorism Act 2000, Money Laundering Regulations 2007 and the Bribery Act 2010 and all amending legislation and to have in place procedures which are proportionate to any identified risk. **The Money Laundering Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 and its updates, including the Money Laundering and Terrorist Financing (Amendment) Regulations 2019 are also recognized, although these impose specific obligations on those organisations in the regulated sector and those carrying out what is defined as 'relevant business'. This term does not apply to most areas of work carried out by BITMO. However, there may be discrete areas of work, particularly when carrying out work on behalf of external organisations, when these regulations may apply. As such, it is considered safest to comply with the spirit of the regulations in all work carried out by BITMO to avoid inadvertent infringement and prevent substantial reputational risk. Whilst the majority of money laundering activity in the UK falls outside of the public sector, vigilance by us, can help identify those who are or may be perpetrating crimes relating to the financing of terrorism and money laundering.**

3.2 This Policy shall apply to all staff.

4. BITMO's commitment to action

4.1 To ensure compliance with money laundering legislation BITMO needs to:

- appoint a Money Laundering Reporting Officer MLRO to receive any disclosures from employees of money laundering activities.
- implement a procedure to enable the reporting of suspicions of money laundering
- maintain record keeping procedures.
- **Provide training to all staff**

5. Procedures

5.1 The Head of Governance & Finance is the Money Laundering Reporting Officer (MLRO) and should receive any disclosures from employees of suspected money laundering activity within the organisation.

5.2 All members of staff responsible for monitoring incoming funds will check the documentation associated with each item and verify the source of the funds where there is some suspicion as to its source.

5.3 BITMO will also, where possible, carry out any suitable procedures deemed necessary that help it identify funding partners before accepting or entering into a relationship or transaction.

5.4 Records of all checks made should be kept when there is any doubt as to the origin of income.

5.5 Any anomaly in the documentation, or any unexpected amounts or payers, will be reported immediately to the Line Manager who will investigate the item/s and report it to the Head of Governance & Finance as the MLRO.

5.6 Anything which appears in the organisation's bank accounts, however, fleetingly, if it is not expected, or there is any concern about its source or documentation will likewise also be investigated.

5.7 If there is evidence that money laundering has taken place this will be reported to the bank and the appropriate statutory authorities.

5.8 This Policy will be reviewed triennially and at each trigger point to ensure it remains effective.

5.9 Failure of staff to adhere to this Policy may result in disciplinary action and possible criminal proceedings.

6. Staff responsibilities

6.1 Where you know or suspect that money laundering activity is taking/ has taken place, or become concerned that your involvement in a matter may amount to a prohibited act, you must disclose this as soon as practicable to the MLRO.

6.2 When disclosure is to be made to the MLRO the proforma report attached at Appendix 1 should be used. The report must include as much detail as possible, for example:

- Full details of the people involved (including yourself, if relevant), e.g. name, date of birth, address, company names, directorships, phone numbers, etc;
- Full details of the nature of their/your involvement.

6.3 Relevant details should include:

- The dates of such activities, including whether the transactions have happened, are ongoing or are imminent;
- Where they took place;
- How they were undertaken;
- The (likely) amount of money/assets involved;
- Why, exactly, you are suspicious.

6.4 The report should include any other available information to enable the MLRO to make a sound judgment as to whether there are reasonable grounds for knowledge or suspicion of money laundering. This will help to enable the Officer to prepare a report, where appropriate. You should also enclose copies of any relevant supporting documentation

6.5 Once you have reported the matter to the MLRO you must follow any directions that the Officer may give you. You must NOT make any further enquiries into the matter yourself. Simply report your suspicions.

6.6 All members of staff will be required to co-operate with the MLRO and the authorities during any subsequent money laundering investigation.

6.7 Similarly, at no time and under no circumstances should you voice any suspicions to the person(s) whom you suspect of money laundering, or any other third party, even after consent may have been given to a transaction proceeding.

6.8 Alerting the individual to the fact that a referral has been made may result in you committing the criminal offence of "tipping off."

7. Consideration of disclosure

7.1 Upon receipt of a disclosure report, the MLRO must note the date of receipt on their section of the report and acknowledge receipt of it. The MLRO should also advise you of the timescale within which they expect to respond to you. This should be within three days.

7.2 The MLRO will consider the report and any other available internal information that they think is relevant e.g.:

- reviewing other transaction patterns and volumes;
- the length of any business relationship involved;
- the number of transactions and linked one-off transactions;
- any identification evidence held.

7.3 The MLRO will undertake such other reasonable enquiries that they think are appropriate in order to ensure that all available information is taken into account in deciding whether a report to the police is required. The MLRO may also need to discuss the report with you.

7.4 Once the MLRO has evaluated the disclosure report and any other relevant information, they must make a timely determination as to whether there is actual or suspected money laundering taking place; or there are reasonable grounds to know or suspect that is the case. **The MLRO may need to report to the National Crime Agency where appropriate.**

Author: HGF

Record of adoption and review of this policy and procedure:-

Presented for adoption: 2025

Date of next review: 2028

(Appendix 1)

CONFIDENTIAL

**REPORT TO MONEY LAUNDERING REPORTING OFFICER
RE: SUSPECTED MONEY LAUNDERING ACTIVITY**

To: Head of Governance & Finance (Reporting Officer)

From: *[Name of employee]*

DETAILS OF SUSPECTED OFFENCE:

Name(s) and address(es) of person(s) involved:

Nature, value and timing of activity involved:

[Please include full details e.g. what, where, how. Continue on a separate sheet if necessary]

Nature of suspicions regarding such activity:

[Please continue on a separate sheet if necessary]

Has any investigation been undertaken (as far as you are aware)? Yes / No

If yes, please include details below:

Have you discussed your suspicions with anyone else? Yes / No

If yes, please provide details of who the discussions took place with and explain why such discussion was necessary:

Please set out below any other information you feel is relevant:

[Please continue on a separate sheet if necessary]

Please do not discuss the content of this report with anyone you believe to be involved in the suspected money laundering activity described. To do so may constitute a tipping off offence, which carries a maximum penalty of 5 years imprisonment.

Signed:

Dated:

APPENDIX 4
BITMO ANTI-BRIBERY POLICY

DRAFT BELLE ISLE TMO (BITMO) ANTI-BRIBERY POLICY

This policy applies to all staff (permanent, temporary, agency), contractors/suppliers, board members and other volunteers and consultants and anyone associated with BITMO.

3.0 WHAT IS BRIBERY?

3.1 Bribery is an inducement or reward offered, promised, or provided to gain personal, commercial, regulatory, or contractual advantage.

The Bribery Act 2010 (the “Act”)

3.2 There are four key offences under the Act:

- bribery of another person – offer, promise, or give a bribe (section 1)
- accepting a bribe – request, agree to receive, or accept a bribe (section 2)
- bribing, planning to bribe a foreign public official – with the intention of obtaining or retaining business or an advantage in the conduct of business (section 6)
- failing to prevent bribery – corporate offence of failure by a commercial organisation to prevent bribery that is intended to obtain or retain business, or an advantage in the conduct of business, for the organisation (section 7)

3.3 An organisation will have a defence to failing to prevent bribery if it can show that it has in place adequate procedures designed to prevent bribery by, or of, persons associated with the organisation.

Other relevant legislation

3.4 The Criminal Finance Act 2017: This gives law enforcement agencies and partners, further capabilities, and powers to recover the proceeds of crime, tackle money laundering, tax evasion and corruption, and combat the financing of terrorism.

3.5 The Serious Crime Act 2015: The Serious Crime Act gives effect to a number of proposals set out in the Serious and Organised Crime Strategy. It builds on current criminal and civil law to ensure that the relevant bodies can effectively and relentlessly pursue, disrupt, and bring to justice serious and organised criminals.

4.0 Six principles of the Bribery Act

4.1 The procedures put in place by an organisation to prevent bribery should be

informed by six principles.

4.2 Principle 1 - Proportionate procedures

Adequate procedures need to be applied proportionately, based on the level of risk of bribery in the organisation.

BITMO has a range of policies and procedures in place which are proportionate to the level of risk it faces. The employee code of conduct and board and volunteer codes of conduct set out the expected behaviours. These are supported by the gifts and hospitality policy and procedure and the employee outside interest policy. This policy forms part of this framework along with the whistleblowing policy for reporting concerns of wrongdoing. BITMO has considered the risks posed in high-risk areas and has procedures in place to manage the risks. For example, as part of the procurement process.

4.3 Principle 2 - Top level commitment

BITMO fosters a culture in which bribery is never acceptable. The commitment by Board and management is demonstrated through the endorsement of the bribery and whistleblowing policies.

4.4 Principle 3 - Risk Assessment

BITMO assesses the nature and extent of its exposure to potential external and internal risks of bribery on its behalf by persons associated with it through risk management arrangements. Bribery is incorporated in the risk register and is regularly reviewed. It includes financial risks but also other risks such as reputational damage.

4.5 Principle 4 - Due diligence

BITMO applies due diligence procedures where appropriate, taking a proportionate and risk-based approach, in respect of persons who perform or will perform services for or on behalf of the organisation, to mitigate identified bribery risks. Due diligence forms part of BITMO's Contracts Procedure Rules in conjunction with Leeds City Council. These set out the key responsibilities and actions staff must take when procuring goods or services to ensure a fair and transparent process for all.

4.6 Principle 5 – Communication (including training)

BITMO seeks to raise awareness of the policies and procedures in place to prevent bribery and corruption through the fraud awareness training available on the LCC Performance and Learning System (PALS).

4.7 Principle 6 - Monitoring and review

BITMO monitors and reviews procedures designed to prevent bribery by persons associated with it and makes improvements where necessary.

5.0 PROSECUTION

5.1 The Director of Public Prosecutions and the Director of the Serious Fraud Office must give personal consent to a prosecution under the Act, as set out in section 10. These decisions are made in accordance with the Code for Crown Prosecutors.

5.2 Bribery is a serious offence and is an inherent public interest for this to be prosecuted to practically criminalise this behaviour.

5.3 Prosecution under the Bribery Act can be against both individuals and organisations if a person associated with it bribes another person, intending to obtain or retain business or an advantage in the conduct of business for that organisation. Penalties for individuals include unlimited fines and/or imprisonment and organisations can receive unlimited fines.

6. BRIBERY IS NOT TOLERATED

6.1 Bribery undermines democracy and the rule of law and improperly influences the decision-making process. It is important therefore that everyone is clear as to what is unacceptable.

6.2 It is unacceptable to:

- accept payment from a third party that you know, or suspect is offered with the expectation that it will obtain a business advantage for them or influence a decision.
- accept a gift or hospitality from a third party if you know or suspect that it is offered or provided with an expectation that a business advantage will be provided by us in return or influence a decision.
- offer to influence a decision in return for a payment, gift or hospitality.
- retaliate against or threaten a person who has refused to commit a bribery offence or who has raised concerns under this policy.
- engage in any activity in breach of this policy.

7.0 WHAT ARE FACILITATION PAYMENTS?

- 7.1 A facilitation payment is a payment (money or goods) made to a public or government official that acts as an incentive for the official to complete some action or process expeditiously to the benefit of the party making the payment. In general, a facilitation payment is made to smooth the progress of a service to which the payer is legally entitled, without making such a payment.
- 7.2 These payments are not tolerated by BITMO and are illegal under the Act.

8.0 GIFTS AND HOSPITALITY

- 8.1 This policy is not meant to change the requirements of the Employee Gifts & Hospitality Policy which forms part of the terms and conditions of employment with BITMO.
- 8.2 The Employee Gifts & Hospitality Policy makes it clear that as an employee you should not benefit from your position at BITMO beyond the pay and reward schemes that BITMO has in place. The policy provides clear guidance regarding what is and what is not acceptable.
- 8.3 In summary never accept a gift or hospitality:
- As an inducement or reward for anything you do as an employee or volunteer of BITMO
 - Which puts you under an improper obligation
 - If acceptance might be open to misinterpretation
- 8.4 You must not solicit gifts or hospitality (other than modest refreshments which are incidental to the business at hand, for example a cup of tea at a meeting).

9.0 PUBLIC CONTRACTS AND FAILURE TO PREVENT BRIBERY

- 9.1 Under the Public Contracts Regulations 2015 where a contracting authority has knowledge that a company or its representatives have been convicted of a corruption offence, they should be treated as ineligible (debarred) to participate in the tendering process. Companies cannot be permanently debarred, but instead will face a term of debarment, dependent on the case, that can be no longer than five years from the date of the conviction.
- 9.2 Public authorities are also obliged to bring debarment to an end when the company can satisfactorily demonstrate 'self-cleaning'. This allows companies to recover eligibility to bid for public contracts following a debarment by demonstrating sufficient evidence of the following:
- payment of, or undertaking to pay, compensation in respect of any damage caused by the criminal offence or misconduct.
 - clarification of the facts and circumstances of the offence in a comprehensive manner, for example by actively collaborating with the investigating authorities
 - the introduction of concrete technical, organisational and personnel measures, which are appropriate to prevent further criminal offences or misconduct.

10.0 STAFF RESPONSIBILITIES

- 10.1 The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all those working for BITMO or under its control. All appropriate staff are

required to avoid activity that breaches this policy.

10.2 You must:

- ensure that you read, understand, and comply with this policy.
- raise concerns as soon as possible if you believe or suspect that a conflict with this policy has occurred or may occur in the future. Details of how to raise concerns can be found below in section 11.

10.3 As well as the possibility of civil and criminal prosecution, staff that breach this policy will face disciplinary action, which could result in dismissal for gross misconduct.

11.0 RAISING A CONCERN

11.1 We all have a responsibility to help detect, prevent, and report instances of bribery. If you have a concern regarding a suspected instance of bribery or corruption, please speak up – your information and assistance will help. The sooner you act, the sooner it can be resolved.

11.2 BITMO is committed to ensuring that there is a safe, reliable, and confidential way of reporting suspicious activity and that staff know how they can raise concerns.

11.3 Concerns can be raised with your line manager or a senior manager. You can raise your concern initially in person, by telephone or in writing. The manager will consider any information you provide in line with the requirements of this policy.

11.4 Concerns can be raised anonymously and will be considered wherever possible at the discretion of BITMO. However, it may be more difficult or even impossible to investigate them properly if further information cannot be obtained from the informant. This policy encourages you to provide your name and contact details when reporting your concern.

11.5 BITMO is committed to treating all concerns raised consistently and fairly. Where a referral is made to Internal Audit an initial assessment of the information received will be completed which may include preliminary enquiries. This will determine if further investigation will be undertaken and if so, who is best placed to complete this considering any skills, knowledge and areas of expertise felt to be necessary.

11.6 Details of all referrals received by managers under this policy should be notified to Internal Audit to allow a central record to be maintained. A regular review of referrals notified and actioned by management will be undertaken to ensure all concerns are being dealt with on a consistent basis.

11.7 The BITMO recognises that as an employee or worker, the decision to report a concern can be a difficult one to make, not least because of the fear of reprisal from those responsible for the wrongdoing. BITMO will not tolerate harassment or victimisation and will take action to protect you when you raise a concern which you reasonably believe to be true.

11.8 If you have any questions about these procedures or need further advice, please contact BITMOfinance@belleisle.tmo.co.uk

12.0 OTHER RELEVANT POLICIES

Employee Code of Conduct
Board Code of Conduct
Volunteer Code of Conduct
Employee Gifts and Hospitality Policy
Anti-Money Laundering Policy & Policy
Whistleblowing Policy
Disciplinary Policy

Author: HGF

Record of adoption and review of this policy and procedure:-

Presented for adoption: 27.3.25

Date of next review: 2028

APPENDIX 5

COMPLAINTS SELF- ASSESSMENT

2025

BITMO 2025

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	BITMO complaints policy defines a complaint as: 'An expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.'	Staff training emphasises that complaints may be in writing or given verbally.
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	BITMO's policy states that complaints may be (i) an expression of dissatisfaction, however made, and (ii) made via a third party so authorised to act.	See above. Tenants are told that they have the right to raise a complaint whenever the situation demands. If a complaint is received from a third party we will check that representative permission is in place. If we don't have permission/advocacy in place to deal with that third party, we will ask for advocacy to be put in place, or address the response to the customer
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something	Yes	BITMO - This is outlined within the complaints policy.	An assessment is made of service requests and complaints logged where requested/appropriate.

	right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.			
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Investigators are tasked to both deal with the complaint and liaise with relevant teams to see through any outstanding works.	Work continues to resolve a service request issue whilst a complaint investigation is ongoing.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Our quarterly overall tenant satisfaction survey (the main survey programme we have in use) makes this clear to residents and signposts to how to log a complaint. People can also leave comments which may be picked up for service delivery.	Surveys are clearly described as such and the reasons for the survey are made clear.

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	<p>BITMO Policy: <i>'What is not a complaint? A request for service, or information, or a complaint about a neighbour or other third party is not a complaint within the terms of this policy. A matter will not be normally considered under this policy if:</i></p> <ul style="list-style-type: none"> <i>- the issue giving rise to the complaint occurred over twelve months ago,</i> <i>- it is subject to legal proceedings</i> <i>- it has already been considered under the complaints policy.'</i> 	If a complaint is not accepted the customer is written to, with an explanation.
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, 	Yes	Reasons for exclusion are explained within the complaints policy (see above).	Previous policy was to consider a complaint out of time after 6 months, but this has been amended to 12 months in line with guidance.

	<p>having been filed at court.</p> <ul style="list-style-type: none"> • Matters that have previously been considered under the complaints policy. 			
2.3	<p>Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.</p>	Yes	<p>We accept all complaints referred to us within 12 months of the issue occurring or the resident becoming aware of the issue unless they are excluded on other grounds. Where the complaint is outside these timescales, we will apply exceptions where it reasonable to do so</p>	
2.4	<p>If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.</p>	Yes	<p>The customer is informed of the reason why we're unable to investigate and signpost to the relevant appeals process (if applicable) and to the HOS. If the HOS advises us to reconsider investigating a complaint, we will do so.</p>	
2.5	<p>Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.</p>	Yes	<p>All complaints are treated individually. Each complaint is dealt with by an investigating officer independent of the service concerned.</p>	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	<p>The Policy states that customers may complain via the following:</p> <ul style="list-style-type: none"> • In person at the Housing Office (Aberfield Gate LS10 3QH) • To any member of staff when they are on the estate • By telephone (0800 389 5503 or 0113 378 2188) • In writing to B.I.T.M.O (address below). • By e-mail to bitmocomplaints@belleisletmo.co.uk • Via our website - www.belleisletmo.co.uk • Via Leeds City Council: email complaints@leeds.gov.uk or phone 0113 222 4405 • Via a third party authorised to act on their behalf • Initial complaint communication may be made via BITMO social media. Subsequent dialogue will be conducted via other means in order to respect confidentiality. 	
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to	Yes	<p>During any enquiry (email, telephone, or in person), if a customer expresses a wish to complain, we will direct or transfer the customer to the Complaints Team. We can also take the complaint on the customer's behalf if appropriate and send this to the Team to log and allocate for investigation.</p> <p>Staff are made aware of the complaint process and their role in supporting customers to access this process.</p>	

	the appropriate person within the landlord.			
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	<p>The complaints process is disseminated through regular communication with customers.</p> <p>Levels of complaints are compared to levels of satisfaction measured elsewhere to ensure that there is compatibility. If that is not the case then further investigation will take place.</p>	
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	<p>The policy is signposted in the Help and Support Feedback & Complaints - Belle Isle TMO section of the website, which is designed to be accessible. A printed copy of the policy can be provided on request and in large print and with translations.</p>	
3.5	The policy must explain how the	Yes	<p>Details of how we do this are included in the policy.¹⁰²</p>	

	landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.			
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	We accept complaints from advocates or representatives where this has been agreed with the customer. If no advocacy is in place, we would direct the response to the customer and give advice about how advocacy can be established . If a customer wishes to have an advocate present at any meetings, we will accommodate this where reasonable.	
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	We include information on the Housing Ombudsman, and the Complaint Handling Code on the website: Feedback & Complaints - Belle Isle TMO . Information is also shared via the monthly tenant email, and social media. For those customers who aren't online, we make sure that communication clearly signposts the HOS at the beginning of the complaint's process, and in all stage 2 response letters.	

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned	Yes ¹⁰³	The Governance & Finance Team is	

	to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.		tasked with managing this service, including liaison with HOS and providing information to Board.	
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	The complaints team work with Investigating Officers, who are empowered to resolve complaints and have priority of response when asking staff for information. Investigating Officers are also supported with guidance and advice from the complaints team if needed. Landlord (Leeds City Council) complaint handling training is provided for Investigating Officers.	
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Staff are told of the importance of complaints handling during staff meetings and emails. Investigating Officer training is undertaken and processes are cascaded to other staff. Complaints investigations have priority responses. All responses are reviewed by senior management.	

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	The policy is in place for all complaints.	All complaints are treated the same way via the policy.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	BITMO operates a two stage complaints code in line with HOS guidance.	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	BITMO operates a two stage complaints code in line with HOS guidance.	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Any liaison with third parties is conducted through the BITMO process. There is no duplication.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	As 5.4 above.	
5.6	When a complaint is logged at Stage 1 or	Yes	¹⁰⁵ Written acknowledgements	

	<p>escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.</p>		<p>briefly describe the nature of the complaint. For complaints acknowledged over the phone, the officer will clarify all the details with the customer before allocating to an Investigating Officer. As part of the investigation, the Investigating Officer will attempt to speak to the customer about their complaint. This is our opportunity to understand the complaint in full, the impact to the customer, and what the customer would like us to do to resolve the complaint.</p>	
5.7	<p>When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.</p>	Yes	<p>An initial review of the complaint is conducted by a senior officer to ascertain precisely what the issues are that need to go through the process. Clarification is sought from the complainant as necessary.</p>	
5.8	<p>At each stage of the complaints process, complaint handlers must:</p> <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully. 	Yes	<p>BITMO uses Leeds City Council complaint handling training for Investigating Officers. Further advice and guidance can be obtained from the Complaints Team or the LCC Customer Relations Teams as necessary. Additionally, the LCC Housing Customer Care and Inclusion team provide support sessions for Investigating Officers on individual complaints. All staff also undertake mandatory bi-annual information governance training so that we</p>	

			properly manage people's information.	
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Dialogue is undertaken with the complainant if a time extension is necessary.	The customer would be kept up to date with developments during any extension.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	No	<p>Any adjustments would be noted in discussion with the customer. A check would be made to details held on the housing management system (Civica Cx). A record of adjustments would be made through the CRM (CATS).</p> <p>The Policy states: We will seek to make any reasonable adjustments to process necessary in order to comply with requests under the Equality Act.</p> <p>Declared disabilities are recorded on the Housing management System.</p> <p>Adjustments we have made have largely been around communication methods and include providing verbal translators, translating written materials, using BSL, having advocacy arrangements. We acknowledge that we are not fully compliant with this requirement and need to improve how we manage reasonable adjustments in terms of being 'kept under active review'. This will be</p>	<p>We are committed to understanding the impact of a complaint on a customer, taking their individual circumstances into account. To assist in this, where reasonable adjustments are required concerning how complaints are made, considered, or responded to, we aim to accommodate requests where possible. We encourage in the first instance to discuss any reasonable adjustments with the complaint handling team.</p>

			reviewed, as part of our work to create a Vulnerability Policy which is scheduled for completion and publication by the end of 2024/25.	
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	A customer will be provided with reasons for why their complaint isn't being escalated alongside signposting to the relevant appeals process (if applicable) and to the HOS.	
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	A central complaint logging system is maintained of all relevant records and summaries.	
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Investigating Officers are empowered to resolve complaints at the earliest opportunity. Investigating Officers are also supported with guidance and advice from the handling team if needed. LCC and in-house complaint handling training is provided for Investigating Officers.	
5.14	Landlords must have policies and procedures	Yes ¹⁰⁸	BITMO has a Code of Conduct in dealings with	

	<p>in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.</p>		<p>residents and the general public. It is made clear that unacceptable behaviour will not be tolerated. We seek as far as possible to apply a balanced approach to ensure residents can maintain access to our service and make service requests. Should any aspect of this policy be applied, officers will also consider any equality considerations.</p>	
5.15	<p>Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.</p>	Yes	<p>BITMO will only restrict or reduce customer contact as a last resort to safeguard staff. We will always ensure that a channel of communication is available.</p>	

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Initial complaint screening is undertaken by the Complaints Team and a senior manager. All Investigating Officers are encouraged to contact customers as soon as possible to discuss the complaint and what resolution the customer is seeking	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	This is set out in our procedures and template that is sent to Investigating Officers.	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	This is set out in our policy.	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Initial analysis of the case looks at complexity and the likelihood of responding within timescales. Guidance is given via pro-forma templates to Investigating Officers.	

6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	As part of the update to the customer about the extension, the contact details for the HOS are provided.	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	This is in line with guidance to Investigating Officers.	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Response templates support and guide Investigating Officers to respond to the complaint in full, with all relevant information.	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	Investigating Officers are encouraged to be flexible. At both stage 1 and stage 2, the complainant is given the opportunity to speak with the Investigating Officer for both the Investigating Officer and customer to understand each other's position and to help provide a considered and high-quality response. At this time, additional concerns or queries can be raised, if relevant.	

6.9	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> the complaint stage; the complaint definition; the decision on the complaint; the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	Yes	Response templates ensure that customers are receiving detailed responses to their complaints..	
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Within BITMO's two stage policy, should a customer be unhappy with how their complaints has been handled at stage 1, they are able to escalate this to stage 2. A stage 2 response to a complaint would be considered the final decision and would then allow the customer to address their complaint to the relevant Ombudsman Service.	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	This is set out in the policy.	

6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Customers are invited to set out the reasons for their dissatisfaction and these will be investigated by a senior officer. The complainant is given the opportunity to speak with the Investigating Officer for both the Investigating Officer and customer to understand each other's position and to help provide a considered and high-quality response.	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	As per policy, the Stage 2 will be investigated by different officer than the one who conducted Stage 1.	
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Yes	The BITMO policy aims for a Stage 2 response within 15 working days.	
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	The complexity of the case is considered throughout the investigation. If at any time an extension is needed the customer is informed of the valid reasons and a new timescale agreed.	
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	As part of the update to the customer about the extension, the contact details for the HOS are provided.	
6.17	A complaint response must be provided to the resident when the answer	Yes ¹¹³	This is in line with guidance to Investigating Officers.	

	to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	As detailed in the response templates and in staff training.	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. 	Yes	The response templates used ensure that customers receive detailed responses to their complaints.	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	As per policy, Stage 2 is dealt with by an appropriate senior officer who will liaise with all relevant staff members before sending a final, considered, response.	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 	Yes	<p>The template response used by Investigating Officers prompts the officer to describe the actions they are taking to put things right. For example, putting right any outstanding repairs, undertaking further visits or appointments to support tenants, or working with our contractors to carry out any further works. Any practical action to put the customer back in the position they would have been in if something hadn't gone wrong, including an apology for the failure in service.</p> <p>Investigating Officers have the autonomy to consider a financial remedy if this is appropriate.</p>	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Investigating Officers are encouraged to understand the individual impact of any service failures and take appropriate action. This includes taking measures or steps to support residents with any additional needs.	
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be	Yes 115	As per the guidance provided to Investigating Officers.	

	followed through to completion.			
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	HOS Spotlight reports are referred to as necessary and guidance taken.	

Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. 	No	<p>Regular complaints management information is given to BITMO Board members to give the opportunity for query and challenge of performance and wider complaints management activity.</p> <p>An annual self-assessment is conducted against the HOS Code.</p>	<p>Reports to the BITMO Board to date have not included the following:</p> <ul style="list-style-type: none"> (i) summary of types of complaints not accepted. (ii) summary of non-compliance. (iii) service improvements summary. <p>These will commence from March 2025.</p>
8.2	<p>The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website</p>	Yes	<p>Complaint reports are made to the BITMO Board and this and any Board responses are published on the website with board papers.</p>	<p>Future end of year reports to the BITMO Board will be called an 'Annual Complaint and Service Improvement Report'</p>

	relating to complaints. The governing body's response to the report must be published alongside this.			
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This will be completed as required. This self-assessment is in response to the updated HOS Code valid from 1 April 2024.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	We will review as per any HOS outcome recommendation.	
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	We would update the HOS if relevant and inform residents who may be affected.	

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Complaints outcomes are discussed at regular management meetings and the complaints log is also reviewed by managers jointly to monitor lessons learnt.	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Complaint outcomes are regularly discussed at management meetings in order to review lessons learnt.	
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Lessons learnt are fed back to Board members and staff on a regular basis. We also tie in with LCC personnel and reporting structures.	
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	The Chief Executive (aided by the Head of Governance & Finance) is accountable for complaint handling. Complaints are analysed by type and reviewed for themes, trends, risks and any policy implications.	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead	No ₁₁₉	The BITMO Board will be asked to appoint a responsible Board	

	responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').		member at its meeting of 27 th March 2025.	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	No	Undertaken by CEO/HGF in advance of the above Board appointment.	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and annual complaints performance and service improvement report.	No	As 9.6 re MRC above. Regular reporting presented to and discussed by management and Board.	
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:	Yes 120	All staff Are required to: (i) Work with customers to resolve queries at first point of contact where possible	

	<p>have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	<p>(ii) Be familiar with the complaints policy so that they can advise customers about this and how they can access the complaints process if needed.</p> <p>Investigating Officers</p> <p>Must:</p> <ul style="list-style-type: none"> • Work with colleagues and other service areas to respond to complaints in line with the Housing Ombudsman Complaint Handling Code • Ensure that individual circumstances are taken into account, and reasonable adjustments considered for customers going through the complaints process • Use the support and training available in order to provide high quality complaints responses <p>Managers Help create a strong learning from complaints culture by: (i) regularly monitoring performance and reviewing the quality of complaint responses across the organisation (ii) identifying and sharing learning from complaints.</p>	
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			(iii) supporting teams to resolve issues at the earliest opportunity.	
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