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**Belle Isle Tenant Management Organisation**

**CONFERENCE CALL Board Meeting**

**AGENDA AND PAPERS**

**THURSDAY 3rd SEPTEMBER 2020**

**A conference call meeting will take place via Skype and phone call. For those attending via Skype an invitation will be sent. For those attending via phone call BITMO will ring members just prior to the meeting.**

**The meeting may be entered via emailed link or by phoning**

**0113 378 4400. The Skype conference ID (if needed) is: 2581240**

**Note:**

This is the agenda and papers for the Full Board of

Belle Isle Tenant Management Organisation (BITMO)

For each item on the agenda there is narrative describing any issues and details of any recommendations requiring Board approval, where appropriate there may be separate reports attached as an appendix

Part A of the Board meeting and related papers are normally open to the public

Part B is reserved for matters confidential to the Board

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

**CONFERENCE CALL BOARD MEETING**

**Board meeting to be held on**

**Thursday 30th July 2020**

**via Skype/phone**

***WOULD BOARD MEMBERS PLEASE PASS ANY ITEMS FOR ‘ANY OTHER BUSINESS’ TO THE CHAIR***

***BEFORE THE DAY OF THE MEETING***

**A Conference call meeting of the Board will be held at via Skype and Phone.**

**Part A – Public Agenda Items**

* Apologies
* Questions from the public (via phone or email beforehand)
* Issues raised by Board members for the agenda

1. Minutes and Matters Arising – *Page 5 & Appendix 1 (Page 21)*

* Board Minutes – 30th July 2020

2. Operational Report – *Page 2 & Appendix 2 (Page 41)*

1. Board Forward Plan & Annual General Meeting 2020 - *Page 10*
2. Reports and Financial Statements 2019-20 (Separately Enclosed) & Appendix 3 *– Page 12*
3. Scheduled Report Updates
4. Financial Update – *Page 13*
5. Performance Review – *Page 17 & Appendix 4*
6. Risk Register Review – *Page 17*
7. GATE Update – *Page 18.*

1. Any Other Business - *Page 19*

* Customer service operational times Xmas 2020

**Part B – Confidential items**

None

**Part A – Public Agenda Items**

**- Apologies:** To be reported at the meeting.

**- Questions from the Public:** All BITMO Board meetings are normally open to the public, but this is not in effect for the current meeting, due to Covid19

**- 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 notes arising from the Board meeting held on 30th July 2020.The table below summarises some of the matters arising from these meetings and other issues that have arisen since.

**Board meeting 30th July 2020**

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| Item | Update |
| Staff restructure | New staff appointed. Action: Implementation due by 7 September 2020. |
| Business Continuity | Action: Plan for re-opening of services detailed in CEO Report. |
| Potential office reconfiguration. | Draft design and estimated costs received. Action: Due to go for tender. |
| Lease on Aberfield Gate | Final copy received. Insurance in place. Action: Exchange due 1st September 2020 or shortly thereafter. |
| Telephone answering. | Interim measures introduced whilst awaiting the induction of new counter staff. |
| Main contractor procurement | Regular meetings continue with LCC procurement team and process is on target – first target date 9th September. |
| Structural programme for timber framed properties. | The works this financial year extend to the gable repairs only with the plan to return to the external wall insulation works next financial year. Cost estimates received. Action: Priority to remove scaffolding for health and safety reasons. New structural engineer report awaited. The work may need to go straight to main contractor to expedite actions. |
| Mansard Roofing project | Fortnightly updates from NPS on project design. Action: NPS to sample roof spaces in two weeks commencing 28/8/20. |
| Adaptive Flat Project | Design and estimated costs received from NPS. Action: Due to go for tender. |
| Brooms parking | Tenants were written to in order to outline the difficulties encountered with the parking scheme and inform them that scheme would not continue at present.  Action: NPS to provide fee quote for design with established works budget of £30k. Assurances that this will be received by 4 Sept. |

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| **Recommendation**  The Board are requested to NOTE the matters arising updates |

**2. CEO Operational Report**

**2.1 Introduction**

The purpose of this report is to provide an update on operational matters since the last Board meeting.

**2.2 Annual General Meeting**

Letters have been sent to Shareholders advising of the meeting and opportunities to be nominated. We currently have 93 shareholders. The deadline for nominations is 12 September. Existing Board members due to stand down and eligible for re-election are: Mary Thompson, Iris Crummack and Leon Kirkham. Mary has indicated that she does not wish to stand for election on this occasion. A nomination form is attached per ***Appendix 2.***

**2.3 Performance**

**(i) Rents**

Rent Arrears recovery remains an area of concern. As Board Members are aware the rent arrears recovery policy was suspended during the lockdown period, there has been a further extension to the suspension of court action including evictions which landlords must comply with.

**(ii) Lettings**

Average re-let time is not yet calculated as it is presented as a figure net of any discounted days. This figure will not be a meaningful KPI for the rest of this year as a result of the cessation of lettings during the Covid lockdown period.

**(iii) Annual Home Visits**

Annual Home Visits were suspended during the lockdown period. A new risk based process whereby telephone contact is made to tenants to confirm their circumstances and needs has been put in place.

**(iv) ASB**

Incidents of ASB have increased during the lockdown period. We are dealing with a number of complex cases requiring multi agency approaches.

**(v) Planned Maintenance**

As previously reported we have struggled to mobilise our planned maintenance programme this year. We have been working NPS who are an LCC approved “in- house” provider of structural and quantity surveying services. Ongoing delays in specifying the works required mean that we are at risk of not delivering our planned investment programme within year. We are working closely with NPS to speed up their work producing technical specifications and drawing up contract and tender documentation.

We are also taking a number of steps to mitigate this risk and deliver property investment that adds value. We have commenced a preventative programme of gutter cleaning and repair; and we are identifying additional kitchens, bathrooms and heating system renewals which can be commissioned via existing contractors.

**(vi) Responsive Repairs**

There is currently a backlog of approximately 400 repairs that are works in progress for Mears. Inevitably this means that although lockdown restrictions are easing there is a considerable time lag in completing repair requests as the contractor manages their resource alongside the furlough scheme and deals with supply chain issues.

Mears expect to have all staff back in work by the end of October, and they report that supply chain issues are easing.

**2.4** **Staff changes**

We have appointed four new members of staff. A new Head of Repairs, Maintenance & Investment, Andrew Walker, joined us on 24th August.

Two Customer Assistants, Michaela Parker and Janice Thackeray joined us on 1st September, and a new Management Accountant John Clark, also joined us on 1st September.

As per the recent ELI requests which were discussed by Board, Dean Schofield left us to take early retirement in this period, and Sarah Mortimer, the Income and Tenancy Manager will be leaving at the end of October.

**2.5 Policy reviews**

BMT have reviewed the following polices:

* The BITMO lettable standard
* The Staff Handbook

The lettable standard is that operated by Leeds City Council and is fit for purpose, no significant changes have been made.

The Staff Handbook has been amended by Moorepay to reflect changing legislative requirements. It does not affect the terms and conditions under which BITMO staff are engaged. It is presented to the Board for approval**.**

Staff will be briefed on the contents and requirements of both documents.

**2.6 Health and Safety**

A Health and Safety incident involving our repairs contractor occurred on 13th August following theft of electricity at a void property, the electrician suffered an electric shock while changing a light fitting. The operative was not badly injured; has recovered and it is not a RIDDOR reportable incident.

In order to prevent any similar occurrence in the future we have commenced carrying out lock changes to all voids at the beginning of the void period.

**2.7 Property Condition**

(i) We have received a Letter of Claim in relation to the Housing Conditions Pre Action Protocol regarding a property at Broom Nook. The defects referred to are:

1. Presence of asbestos which is not fully encapsulated
2. Gable wall being unaligned with the interior skin permitting access to vermin
3. Hole in the ceiling of a storage cupboard permitting access to vermin
4. Gaps in masonry leading to ant infestations

We are working with the tenant and their representative to address the issues raised.

(ii) The property at 22 Nesfield is an ongoing cause for concern. Board members will be aware that we have been locked in litigation in relation to this property for several years and that a week-long trial had been scheduled prior to lockdown. We are working on getting a revised court date.

In the meantime the condition of the property and the external space continues to deteriorate but we are prevented from taking any action to mitigate this deterioration. We have recently received complaints of rats in the garden of the property and have commissioned environmental services to place poison in the area. Doing this has necessitated partial clearance of the outside space. There is a risk that taking this action may be used against us by the defence in the case but we have taken legal advice in this matter and taken the decision to act in the interests of neighbours to the property in this regard.

**2.8 Remobilisation**

We are adhering to the approach taken by LCC in remobilising services, and in doing so are adopting their risk assessments and safe methods of working.

All housing management activities are recommencing, albeit with significant changes to levels of face to face contact with customers. The service offered is still primarily telephone based. Repairs inspections, stock condition surveys and all repairs works are now taking place. Debt recovery visits and mutual exchange visits works are taking place, as are garden inspections. New tenancy visits and tenancy breach visits are scheduled to recommence shortly.

We are offering some external socially distanced social activities for retirement life residents.

We are not yet opening the GATE or the Housing Reception but are keeping this under consideration. We expect to open the Housing Reception to visitors by appointment by the end of September.

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| **Recommendation for Approval**  The Board are requested to NOTE the above matters. |

**3. Board Meetings Forward Plan & AGM 2020**

**3.1 Meetings schedule – period to AGM 2020**

All at 6pm at Aberfield Gate unless notified otherwise.

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| --- | --- | --- | --- |
| **Date** | **Headline Report** | **Discussion topic** | **Area for Scrutiny and approval** |
| May 28th | Urgent matters, Correspondence, Estate issues and Tenant feedback | Covid19 | Financial Report  Sheltered Housing\*  GATE Programme\*  Performance Review |
| July 30th | To be set by Board | Health and Safety Report  HR Report\*  Statutory Accounts  Sheltered Housing\*  Policy Review\*\* |
| August | No meeting | N/A |
| September 3rd | To be set by Board | Performance Review  Risk Register Review  Financial Report  GATE programme\* |
| September 24th |  | 2020 Annual General Meeting |  |

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

\* Reporting frequency under review.

\*\* A Policy Review Log has been established with review dates and sign off procedures. The next review point will be early October.

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| **Recommendations for Approval;**   * Board members are asked to note the timetable for Board and AGM meetings above. |

**3.2. Annual General Meeting**

At the July 2020 meeting the Board agreed that it should take legal advice as to what the ramifications would be if it were not possible to undertake an AGM prior to the latest due date of 30th September.

Legal opinion was obtained and the solicitor has advised that all best efforts should be made to hold a meeting if at all possible.

*The Financial Conduct Authority has said that it is for Societies to reach their own decisions as to whether to go ahead with any planned meetings, taking into account any relevant Government guidance, their own individual circumstances, and where appropriate legal advice.*

*However the FCA also emphasises that Societies should take reasonable steps to ensure they meet any obligations they are under as soon as reasonably practicable. This would include holding the AGM to conduct the business of the Society to appoint the auditor, present the accounts to Members and appoint Board members as required by its Rules. The FCA states that Societies will want to consider alternative arrangements such as making use of video conferencing where permitted. The Act (Corporate Insolvency and Governance Act 2020) now permits the Society to hold the AGM by video conference, and if it has not already done so, I would recommend that the Board considers whether this is possible by 30 September to enable the business of the Society to continue and to facilitate engagement with its Members.*

* *Gerry Morrison, Rollits solicitors, Hull and York*

The full legal advice is available on request – please contact Karen Hoole on the number above

Accordingly a letter was been sent to shareholders on 21 August, stating that a teleconference meeting will be held on 24th September 2020 and that it is possible that a physical meeting for a small number of people may be held if required and possible under Covid-19 restrictions.

In addition, shareholders were told that three Board members (Leon Kirkham, Iris Crummack and Mary Thompson) will be standing down and may stand for re-election and that two spaces are also vacant for potential new members. Mary Thompson has stated that she does not wish to re re-elected and has stood down from 24th August 2020.

Nominations for candidates should be received by 4pm on 10th September 2020.

All co-opted Board members must also step down at the AGM and seek reappointment at the first Board meeting after the AGM. These co-opted Board members include Margaret Brown, Ashley Knowles & Tracey Morris. In addition, BITMO has two co-opted local authority delegates, Councillor Judith Blake and Councillor Paul Truswell who, subject to confirmation by the Board, will remain on the Board

If there are contested tenant shareholder elections then they will need to be via postal ballot in order for it to remain anonymous. Postal voting papers would therefore need to be sent to shareholders with reply paid envelopes and be collated and opened under managed conditions.

One new candidate has stated that they wish to stand and conversations are ongoing with several others who have expressed an interest.

The process has been checked with LCC Internal Audit who kindly oversee the election process.

The draft Agenda is given below ….

**1. Welcome and Introduction**

**2. Procedures for the AGM**

**3. Minutes and Matters Arising from the 2019 AGM**

**4. CEO report**

**5. Reports & Financial Statements 2019/20**

Audited Accounts 2019/20 – with remote attendance by Beever and Struthers (External

Statutory Auditors)

**6. Election of Tenant Board Members**

Nominations have been received from the following tenant Shareholders:-

**7. Appointment of Auditor**

**8. Arrangements for the first meeting of the new Board**

Provisionally: Thursday1st October 2020 (To Be Confirmed)

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| **Recommendation:**  The Board are requested to note the above and to suggest any amendments. |

**4. Reports and Financial Statements 2019-20**

Draft financial statements were presented to the Board on 30 July 2020. It was explained that audit work was ongoing but that the auditor had at that point not highlighted any material alterations that may be required. This is still the case.

A revised version of the full reports and Financial Statements is provided separately in order to present the finalised version. The Board is asked to approve the final version.

A Letter of Representation is also presented for Board approval per Appendix 3. This is a statement from the Board to the Auditor firm Beever and Struthers, stating that the Board have made available all information required and believe that the financial statements are correct.

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| **Recommendation for Approval:**    The Board are requested to APPROVE the revised Reports and Financial Statements for the Year Ended 31st March 2020 and AGREE the requested Letter of Representation to Beever & Struthers. |

**5. Scheduled Report Updates**

**5.1 Financial Update**

**5.1.1 Revenue Accounts**

As previously reported, the Management Accounts for the first quarter to 30 June showed a significant surplus (£140k) due to an underspend on responsive repairs. This is largely due to the Covid-19 lockdown and the inability to carry out most types of repairs during that period. Indications were that this roughly equated to the number of jobs being held in the system but not yet released.

Reduced activity due to Covid-19 pandemic has been a major factor regarding this large variance. Compared to the first quarter of 2019-20, 424 less jobs were requested in the same period of 2020-21.

Management accounts for the four months to 31st July show an increased underspend on responsive repairs. The contractors are now going through orders on the system but it will take some time to complete as distancing restrictions still apply.

Financial activity will continue to be closely monitored and this will be aided by the recent appointment to the post of Management Accountant. John Clark will begin work on 1 September.

**karenManagement Accounts for the Four Months to 31st July 2020**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| **Expenditure** | **Full Year Budget  £** | **Year to Date Budget  £** | **Actual  Spend £** | **Variance** |
| **Responsive Repairs** – All costs relating to day to day repairs including caretakers’ work on voids | 1,283,806 | 422,627 | 201,106 | 221,522 |
| **Staffing** – Housing Staff- All staffing costs relating to delivery of housing services (Rents, Relets, Repairs, Finance, Gate) | 1,019,895 | 332,171 | 362,754 | (30,582) |
| **Planned Maintenance** – All planned maintenance costs including caretakers’ environmental work and Three Storey Flats | 519,167 | 192,498 | 195,336 | (2,838) |
| **Aberfield Gate** – All costs relating to BITMO’s day to day operation and Bitmo's Gate | 292,115 | 80,325 | 83,128 | (2,803) |
| **Service Level Agreements** – All costs relating to service agreements | 58,881 | 19,627 | 19,627 | 0 |
| **Sheltered Housing** – All costs relating to the delivery of Sheltered Housing services (Wardens) | 78,869 | 26,290 | 24,255 | 2,034 |
| **Total Expenditure** | **3,252,732** | **1,073,539** | **886,206** | **187,333** |
| **Income** |  |  |  |  |
| Management Fee, Sheltered Fee, Incentive Payments, Bank Interest | 3,254,644 | 1,079,109 | 1,079,724 | 615 |
| **Operating Surplus/(Deficit)** | 1,912 | 5,570 | 193,518 | 187,949 |

**Summary**

* The surplus of income over expenditure in the first quarter of the current financial year is £193.5k.
* The main area of underspend is in Responsive Repairs which are £221k less than budgeted.
* A significant reduction in repair costs was anticipated due to the Covid19 pandemic.

**Variances explained**

A brief explanation is given below on the main variances of expenditure against the budget in the first three months of this financial year to the end of June 2020.

**Responsive repairs**

£221k less was spent against the budget for Responsive Repairs. This underspend is largely due to:

1. The main Repairs contract has an underspend of £198k. Repairs carried out on the Void Properties was underspent by £75k, although this is currently being further investigated as a slightly lower underspend was expected. There was an overall net underspend of £123k by the main contract on day to day repairs, other than repairs on voids.

Reduced activity due to Covid-19 pandemic has been a major factor regarding this large variance. Compared to the first four months of 2019-20, 566 less jobs were requested in the same period of 2020-21. Expenditure in the first four months of last year was £181k more than first four months of 2020-21.

2. Repairs by other contractors are underspent by £13.7k, the main underspent on repairs by other contractors are: Day to day repairs which are underspent by £4.1k, Forestry which is underspent by £1.8k and Asbestos Testing which is £3.8k less spent compared to the budget.

3. Expenditure on repairs carried out by in-house caretaking team is £10k less than the budgeted amount, again largely because of lack of access to properties during the pandemic. Big variances are in purchase of materials which is £2.2k underspent and hire of skips which is £6.4k underspent.

**Staff Cost**

Expenditure on staff costs is £30.6k more than budget. This is due to Board approval of ELI costs (£70k) in May 2020, which have been accrued and £44k underspent on direct payroll due to some savings resulting from delay in hiring staff under new structure.

**Planned Maintenance**

The Planned Maintenance budget is overspent by £2.8k. This includes £5k overspent on Staircase Lighting, £4k overspent on Gas contract and £4k underspent on the hire of skips. Gas servicing has carried on as planned and as needed by legislation, with access to properties being fully risk assessed.

**Aberfield Gate including BITMO’s GATE**

Expenditure on Aberfield Gate is overspent by £2.8k. This is combination of savings due to cancelled events, reduced expenditure on stationery and postage and overspendt on Voicescape contract.

**5.1.2 Capital Accounts**

As previously reported there was a very small amount of capital expenditure to the end of June 2020 (Quarter 1). Some £47k has been expended against the budget of £1.72m (2.7%).

This was due to a combination of factors including Covid19 restrictions and planning preparations. Some budgets will need to be varied to expand external schemes (such as gable repairs) where internal works are not possible (such as enhancing communal areas of the 3 storey blocks).

Pushing the various schemes forward will be a top priority for the newly appointed Head of Repairs, Maintenance, Andrew Walker.

The current situation for the major schemes is reported in the Matters Arising update above.

In short:

* The Palliative Care flat is almost ready for tender.
* The Mansard Roof programme has an inspection visit booked to explore the roof structure prior to costing. This project will be prioritised in the remaining good weather months.
* The Gables at Broom Nook are being resurveyed by a structural engineer and any necessary work will be pushed through as an emergency as the scaffolding needs to be removed as a priority.
* The three storey flat external works have been surveyed and some revisions made to the design. Internals will await further Covid remobilisation.
* Costs within the £30k budget for the Brooms Parking Scheme are awaited.
* Boiler replacements are on track and the budget should be achieved this year.

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| **Recommendation**  **Board is asked to note the above report.** |

**5.2 Performance Grid**

Key Performance Indicators for the Quarter to 30th June 2020 are detailed in Appendix 3.

One further update to report is that subsequent to 30th June, in Week 18 (August), BITMO was the top performing area in the City for rent collection. Further work is, however, needed to ensure that such results are repeated.

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| **Recommendation**  **Board members are requested to note and comment on the above report.** |

**5.3 Risk Register**

The Risk Register is divided into Strategic and Operational risks.

The Strategic Risk register comprises:

* Deteriorating Business Performance
* Inefficient Business Processes that create error, duplication and re-work
* Corporate Compliance and Governance
* Technology Capability
* Business Continuity and Resilience
* The TMO being wound up by LCC
* Reliance on Partnerships
* Funding, Reserves and Treasury

Operational risk areas are divided into:

* Corporate Governance
* Repairs, Maintenance & Investment
* Income
* Sheltered Services
* Lettings and Tenant Services
* Tenancy Management
* Community and Tenant Support
* Human Resources

The high risk areas at present may be summarised as:

* Potential health and safety and business continuity issues re Covid-19. Services have continued as far as possible and such risks are mitigated by detailed protection and remobilisation plans which have been put in place.
* Gas and electric inspection issues re lack of access to a small number of properties. All due diligence work is being done to follow statutory process. The four properties re gas are: one overdue from 27.8.20; one overdue by 3 weeks; one overdue by 4 weeks and one overdue by 8 weeks (due to exceptional circumstances). One case has just been completed via warrant created via the new online procedure. Electrical inspections again follow due process and are carefully managed.
* The Planned Capital Investment programme is significantly behind schedule following the Covid lockdown and is proving slow to mobilise. This area is a particular area of focus going forward for the remainder of the year, greatly aided by the appointment of Andrew Walker as Head of Repairs, Maintenance and Investment.
* Rent Collection is an area which has proved very challenging for some time. Ther have been several initiatives to improve results and some promising results have been obtained, but it remains behind target overall and further development work is needed.

These areas are subject to continual monitoring and assessment within the management team.

The full Risk Register detail will be the topic of a focussed presentation and discussion at a future Board meeting

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| **Recommendation**  **The Board are requested to note and approve the above report.** |

**5.4 GATE Update**

Following on from the staff re-structure, Keith Wigglesworth starts his role in the Community And Tenant Support Team in September. Keith’s main focus will be on the Employment and Skills agenda, looking at ways we can support people in to work, changing jobs or retraining. Keith will be working with partner agencies, such as the DWP and Leeds City College, to make sure we’re able to offer a really well-rounded advice and support service. Keith will also lead on our work with volunteers. We want to extend the opportunities for volunteering and provide more support to our existing volunteers.

The Community and Tenant Support Team have launched BITMO’s annual Garden Competition, this year encouraging photo entries via email, text or WhatsApp. There are four categories for 2020, which are: Large Garden, Small Garden, Most Environmentally Friendly, and Best Improved. The competition will run between Monday 31st August to Friday 18th September; with judging taking place on Monday 21st September. Board members are invited to recommend any appropriate independent judging mechanisms they think appropriate.

Bits and Pieces is currently in production and will be sent later this month alongside rent statements. This edition highlights the work undertaken by BITMO during lockdown; the changes within the organisation; and signposting information to help and support services.

Because of COVID-19, the Community Coach Trip to Blackpool scheduled for October, the Christmas Party and the Christmas Market events will not be going ahead this year. Events will, however, be planned for a time when Covid-19 restrictions are suitable lifted.

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| **Recommendation**  **The Board are requested to note and approve the above report.** |

**6. Any Other Business**

**6.1 Opening times Xmas 2020**

A proposed timetable below for Board approval (based on 2020 bank holidays and opening hours as per previous years but with an additional option for the Wednesday due to how the bank holidays fall):

|  |  |
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| ***Day and Date*** | ***Opening times*** |
| Wednesday 23rd December 2020 | Open as normal |
| Thursday 24th December 2020 | 9.00am to 1.00pm |
| Friday 25th December 2020 | Closed   (Bank holiday Xmas Day) |
| Monday 28th December 2020 | Closed   (substitute Bank holiday Boxing Day) |
| Tuesday 29th December 2020 | 10.00am to 4.00pm |
| Wednesday 30th December 2020 | Either: 10.00am to 1.00pm (as per normal Wednesday opening hours, office still open until 4pm)  Or: 10.00am to 4.00pm (given the office will only be open 3 days this week due to how the Bank Holidays fall ?). |
| Thursday 31st December 2020 | 10.00am to 1.00pm |
| Friday 1st January 2021 | Closed   (Bank Holiday New Year’s day) |
| Monday 4th  January 2021 | Reopen as normal |

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| **Recommendation**  **The Board are requested to agree Xmas opening times.** |

**APPENDIX 1**

**BOARD MINUTES**

**30th July 2020**

**FULL BOARD**

**Minutes of a Teleconference Meeting**

**held on**

**Thursday 30th July 2020**

**Present:** Leon Kirkham (Chair)

Jean Burton

Lisa Caley

Cllr Judith Blake

Cllr Paul Truswell

Iris Crummack

Julie Rhodes

Tracey Morris

Mary Thompson

**In Attendance**: Deborah Kelly (Chief Executive Officer)

Peter Olver (Head of Governance & Finance)

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| **PART A – General Agenda Items** |

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| **Apologies** |

Apologies were received from: Margaret Brown, Bev Walker, Rose Hodgkinson, Michelle Lyons, Ashley knowles

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| **Issues raised by Board Members for the Agenda** |

There were no issues raised.

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| **1. Minutes and Matters Arising** |

The notes of the Board consultations held on 28th May 2020 were reviewed.

**a. Matters Arising from the Board consultations of 28th May 2020**

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| --- | --- |
| Item | Update |
| Staff restructure | New structure has now been agreed with implementation due by 7th September 2020. |
| Business Continuity | A Plan for the re-opening of services was discussed in item 2 - CEO Report. |
| Potential office reconfiguration. | An estimate of costs and design have now been received. A tendering process for the project will now be undertaken. |
| Lease on Aberfield Gate | Awaiting sign off documentation from LCC. |
| Telephone answering. | Generally good response rate from extended hunt group. |
| Main contractor procurement | Regular meetings continue with LCC procurement team and process is progressing well. |
| Structural programme for timber framed properties. | Gable repairs only will be undertaken this year. It is anticipated that the external wall insulation works will be undertaken in the next financial year. Cost estimates have now been received. A tendering process will be undertaken. |
| Mansard Roofing project | Current issues regarding roof spaces being investigated. A tendering process will follow. |
| Adaptive Flat Project | Design and estimated costs have now been received from NPS. A tendering process is to be undertaken. |
| Brooms parking | Tenants have been written to in order to outline the difficulties encountered with the parking scheme and inform them that scheme would not continue at present. NPS have been asked to provide a fee quote for design with an established works budget of £30k. |
| HAP application – Clapgate School | This item was discussed in detail at the meeting under Item 5. |
| Belle Isle Circus fencing | This item was discussed in detail at the meeting under Item 5. |

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| **Recommendation**  The Board were requested to ACCEPT the notes and NOTE the matters arising.  **Accepted and Noted** |

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| **2. CEO Operational Report** |

The Chief Executive officer presented the CEO Operational Report.

The following items from the report were highlighted:-

**Performance**

The CEO reported that service delivery and performance have been significantly disrupted since the lockdown began in March.

Debt recovery activity was curtailed and switched to provision of advice and support only. The volume of repairs had reduced except for the most severe and high priority repairs. The programme of planned investment works was suspended and GATE activity ceased.

Redeployment of staff was undertaken internally to provide regular telephone support to our tenants. The feedback we have received is that this activity has been very much appreciated.

**Summary of Q1 performance**

The Repairs and maintenance service and financial control remain areas of strength.

Re-let times are good, outperforming the City figure overall. Figures provided at the meeting were as follows:-





**BITMO Office layout**

There have been some delays in NPS delivery against this and other work streams but we are working with them to expedite this project. A tendering process for the project will be undertaken.

**Organisational structure**

Following approval by the Board in May the new structure will become live on 7th September.

All staff whose roles were displaced have been placed in alternative roles and recruitment to the posts of Management Accountant and Customer Assistant is underway. The post of Head of Repairs and Maintenance has been offered, and accepted.

**RAMP (Repairs and Maintenance Procurement)**

We are currently working with Leeds City Council Procurement Team on a specification for the Repairs and Maintenance Contract which is due to expire in 2021. Work is progressing well to date.

The evaluation framework and KPIs have been agreed and we are currently at the stage of agreeing the work specifications. At this stage Leeds City Council identified a resourcing problem.

The procurement process requires the skills of a Quantity Surveyor (QS) at both pre tender and post tender stages.

We were advised by LCC that a QS resource was not available to carry out these functions and that we needed to procure the services of a QS ourselves.

Leeds City Council brought in a third party and originally informed us that this would not incur a fee but then later informed us that the fee would be £24,000 as this cost is not included in the Management Fee.

The CEO advised that this fee has now been agreed with Leeds City Council.

The Chair asked for a breakdown of the costs.

**Continuous Improvement**

The CEO gave an update on the work underway on the five key themes in our five year action plan and highlighted the following:-

Strong Front Line/Secure Compliance/Tenancy Support/War on Forms/Website

A high level of customer service will be established. Tools and support will be given to our staff to support them to provide a consistently high level of customer service.

Paperwork is being streamlined. Better use of electronic methods are being used to save time, improve audit trails and create a more efficient service.

The BITMO website project is looking very good. The content is currently being produced.

BITMO Logo

As part of the website project the design company have offered us an alternative logo free of charge and the Board were asked to consider this. A number of options were submitted for decision.

A Board member asked why the logo was being changed and would there be any cost implications for printing etc.

The CEO advised that all printing of letterheads and stationery etc was done in house and that the general feeling amongst staff was that the present logo does not reflect who we are. A new logo would incorporate a windmill and a house and that this would reflect the area and what we do.

**Policy Review**

Regular review of policies and standards is a part of continuous improvement and good Governance. From September policies will be brought to each Board meeting for approval.

The following policies will be presented to the Board for approval at the next four meetings.



**Remobilisation**

The CEO gave an update on the latest Government guidance. She reported that guidance is moving towards relaxing the lockdown arrangements and resuming service delivery. However this does not mean that “Business as Usual” resumes.

At this time our position remains that where people can work from home they should do so.

We are working closely with LCC and taking our lead from them in terms of the phasing of service delivery and risk assessments. We expect to have all risk assessments completed by the end of July.

Any changes to the current arrangements will be brought back to the Board for their approval.

The Board conveyed their thanks to all staff for the way in which services have been maintained or adapted during these difficult times. Special thanks were expressed to the Wardens and Caretakers for the sterling work done, but there was a recognition that all our work is interconnected and that we all rely on each other.

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| **Recommendations**  The Board were requested to:-   * Note the contents of the CEO report.   ***Noted.***   * Note the Remobilisation plans being made.   ***Noted***   * Approve the use of a new logo   ***Approved*** |

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| **3. Board Strategy and Forward Plan** |

**3.1 Meeting schedule**

Meeting dates up to and including the September 2020 Annual General Meeting were presented.

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| **Recommendations for Approval;**   * Board members were asked to note the timetable provided for Board and AGM meetings.   ***Noted.*** |

**3.2 Annual General Meeting**

The CEO advised that due to not being able to predict what the social distancing rules it would seem sensible to plan for a meeting to be held either in a large venue or if necessary by telecommunications.

Elections to the Board may need to be conducted by postal ballot.

It is not thought that a shareholders raffle will be possible and the Board were asked to consider whether an external speaker was required this year.

It is proposed that the procedure for notifying shareholders will be followed and that a postal ballot process be instigated if necessary for the shareholders.

There will be four tenant board places to be filled at the AGM. Board members due to stand down/stand for re-election in 2020 are: Leon Kirkham, Iris Crummack and Mary Thompson.

An advert for independent Board members will be placed shortly.

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| **Recommendation:**  The Board are requested to note the current status of the arrangements for the AGM and suggest any amendments and to consider whether a speaker is required for the event.  ***Noted.***  ***The Chair requested that legal advice regarding the Annual General Meeting be obtained as a matter of urgency and to seek a view from Leeds City Council.*** |

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| **4. Draft Reports and Financial Statements 2019-20** |

The Head of Governance and Finance advised that the annual audit of accounts is currently being completed. There has been some delay due to a variety of factors.

The unaudited Draft Reports & Financial Statements were provided at the meeting. As the audit is not yet complete there may be some changes, but no major material alterations are expected.

The Board will be asked to approve the documents at the Board meeting to be held on 3rd September. There may be minor presentational changes to the draft accounts presented at this time.

The draft result for the year to 31 March 2019 was a surplus of £156k (subject to audit). This is higher than previously estimated as repair costs were significantly lower than anticipated. Further analysis of the figures and an explanation of variances year on year is given in 4.1.1 below**.**

A full audit report will be made by Beever & Struthers upon completion of the audit. If any substantive issues are raised then these will need to be addressed by a Board meeting prior to the AGM.

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| **Recommendation for Approval:**    The Board were requested to accept the report and to review and approve;   * The Draft Reports and Financial Statements for the Year Ended 31 March 2019, subject to any agreed amendments by the Board and a full audit conclusion being obtained from Beever & Struthers.   ***Approved***   * The requested Letter of Representation to Beever & Struthers.   ***Approved*** |

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| **5. Scheduled Report Updates** |

**5.1 Financial Update**

**5.1.1 Revenue Accounts**

**A. Management accounts for the year ended 31st March 2020**



The Head of Governance and Finance presented a of the financial performance for the full year from 1st April 2019 to 31st March 2020 compared to the previous financial year and variances between the two financial years.

**Summary**

Surplus for the financial year ending 31st March 2020 is £156,755. This is £82,318 more than the surplus of £74,437 achieved in the previous financial year.

The increased surplus is combination of £65k reduction in expenditure and £17k more income compared to the previous year.

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| **B. Management accounts for the Quarter to 30 June 2020**  The Head of Governance and Finance summarised the financial performance in the first quarter of current financial year from 1st April 2020 to 30th June 2020.  Surplus of income over expenditure in the first quarter of the current financial year is just over £140k.  The main area of underspend is in Responsive Repairs which are £170k less than budgeted.  There is a significant reduction in repair costs which was anticipated due to the Covid19 pandemic. | | | | |
|  |  |  |  |  |
| **Expenditure** | **Full Year Budget  £** | **Year to Date Budget  £** | **Actual  Spend £** | **Variance** |
| **Responsive Repairs** – All costs relating to day to day repairs including caretakers’ work on voids | 1,283,806 | 311,717 | 141,599 | 170,118 |
| **Staffing** – Housing Staff- All staffing costs relating to delivery of housing services (Rents, Relets, Repairs, Finance, Gate) | 1,019,895 | 249,129 | 289,696 | (40,568) |
| **Planned Maintenance** – All planned maintenance costs including caretakers’ environmental work and Three Storey Flats | 519,167 | 162,679 | 155,790 | 6,890 |
| **Aberfield Gate** – All costs relating to BITMO’s day to day operation and the GATE | 292,115 | 55,722 | 49,443 | 6,278 |
| **Service Level Agreements** – All costs relating to service agreements | 58,881 | 14,720 | 14,720 | 0 |
| **Sheltered Housing** – All costs relating to the delivery of Sheltered Housing services (Wardens) | 78,869 | 19,717 | 19,342 | 376 |
| **Total Expenditure** | **3,252,732** | **813,684** | **600,473** | **143,094** |
| **Income** |  |  |  |  |
| Management Fee, Sheltered Fee, Incentive Payments, Bank Interest | 3,254,644 | 810,536 | 811,147 | 611 |
| **Operating Surplus/(Deficit)** | 1,912 | (3,148) | 140,556.53 | 143,705 |

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| **Recommendation**  Board members were asked to Accept the Finance Report and raise any queries.  ***No Questions were raised.***  ***Accepted.*** |

**5.1.2 Capital Accounts**

**Capital accounts for the Quarter to 30 June 2020**

A summary was provided of spend for the first quarter of the financial year with a statement of those amounts from the prior year still not expended due to the Covid19 Lockdown.

Very little of the capital budget for 2020-21 has been expended due to Covid19 restrictions and planning preparations. Some budgets will need to be varied to expand external schemes (such as gable repairs) where internal works are not possible (such as enhancing communal areas of the 3 storey blocks).

Project planning for major works has continued with NPS and several of the large schemes have not got estimated costs and are nearing the point when the tender process may be initiated.

The completion of prior year schemes such as canopies is now being scoped and will be prioritised.



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| **Recommendation**  Board were asked to note the report on Capital Accounts.  ***Noted.*** |

**5.2 Delegated Authorities**

The Board were requested to approve amendments to the Delegated Authorities for the new post of Customer Service Team Leader to mirror the financial authority held to by the Maintenance Surveyor, as the latter post will no longer exist.

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| **Officer** | **Budget Heading** | **Delegated Authority to spend within Approved Budget** |
| Board | All Budgets | Over £100,000 |
| Chief Executive Officer | All Budgets | Up to £100,000 |
| Head of Governance and Finance | All Budgets | Up to £25,000 |
| Head of Repairs, Maintenance and Investment | All Budgets | Up to £25,000 |
| Finance and Performance Manager | All Budgets | Up to £5,000 |
| Repairs Manager (Cyclical) | Mechanical and Electrical | Up to £5,000 |
| Repairs Manager (Responsive) | Repair Budgets | Up to £5,000 |
| Community and Tenant Support Manager | BITMOs GATE and Community Events Budgets | Up to £1,000 |
| Lettings, Tenant and Supported Services Manager | Lettings, Tenant and Supported Services Budget | Up to £1,000 |
| Tenancy and Rent Account Manager | Tenancy and Rent Budget | Up to £1,000 |
| Maintenance Surveyor | Repairs Budgets | Up to £1,000 |
| Senior Estate Caretaker | Skips Budget | Up to £250 per skip |

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| **Recommendation**  Board is asked to Approve the amendments to Delegated Authorities.  ***Approved.*** |

**5.3 Health and Safety Report**

An Annual Health and Safety Report was presented at the meeting for approval by the Board. The Head of Governance and Finance went through the Responsibility Monitoring Checklist in detail with Board members to enable the report to be signed off at the meeting.

The HR Manager continues to receive professional Health and Safety Advice and support from Moorepay Compliance.

BITMO remains fully compliant with Health and Safety Legislation.

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| **Recommendation for Approval;**  Board members were requested consider the Annual Health and Safety Report for 2020 and raise any concerns or queries prior to approval. Chair of the Board to then sign off the Board Responsibility Monitoring Checklist included within the report.  ***Approved and Signed off*** |

**5.4 Gate Update**

A Gate Update report was provided at the meeting. Councillor Truswell stated that some excellent work had been done by BITMO to include people and to engage those that are digitally excluded.

He said that Leeds City Council is a UK leader working with partners to address digital inclusion issues and that it may be a good idea to look into funding for this.

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| **Recommendation**  The Board were requested to note and approve the Gate Update report.  ***Noted and Approved.*** |

**5.5 Policies Update**

A comprehensive Policy Review Log has been compiled. Details of the log were presented at the meeting. All policies will be centralised for ease of access.

Timetables have been set for periodic review and a procedure for sign off implemented.

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| **Recommendation**  The Board were requested to note and approve the Policies Update report.  ***Noted and Approved.*** |

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| **6. Any Other business** |

**6.1 HAP application – Clapgate School**

At the Board meeting held on 28th May it was decided to postpone a decision on the Clapgate School HAP until further information had been obtained with regard to eligibility of the application and whether most pupils were from the Belle Isle estate.

The application was for up to £10k to contribute towards a Solar Dome, although any lesser amount would be much appreciated.

A review of the guidelines has not indicated that the School would be ineligible. LCC has stated that funds may be given dependent upon the proportion of pupils from the Belle isle area.

Clapgate School have confirmed that the majority of pupils – 95% - live in Belle Isle.

The Chair proposed that a figure of £2,000 be awarded to Clapgate School.

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| **Recommendation**  The Board were requested to approve for a HAP grant of £2,000 to be awarded to Clapgate School.  ***Approved.*** |

**6.2 HAP application – LCC Parks & Countryside**

An application has been received for partial low level fencing on the Belle Isle Circus Roundabout. This would inhibit motor vehicles from driving on the roundabout. This matter has been discussed at previous Board meetings and originated with a particular spate of incidents some time ago. Although there are some periods of less activity, it is still the case that it is still very much a live issue.

Funds requested for the HAP Grant are £5,870.

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| **Recommendation**  The Board were requested to approve a HAP Grant of £5,870 for LCC Parks and Countrysides.  ***Approved.*** |

**6.3 Resignation of Board Member – Ian Liptrot**

The CEO reported that Ian Liptrot had tendered his resignation from the Board.

The Board were very sorry that Ian wished to stand down, but understood that, after so many years’ service, Ian would feel the need to step back from the Board. He has given many years of commitment to the Belle Isle estate through BITMO and its predecessor organisations.

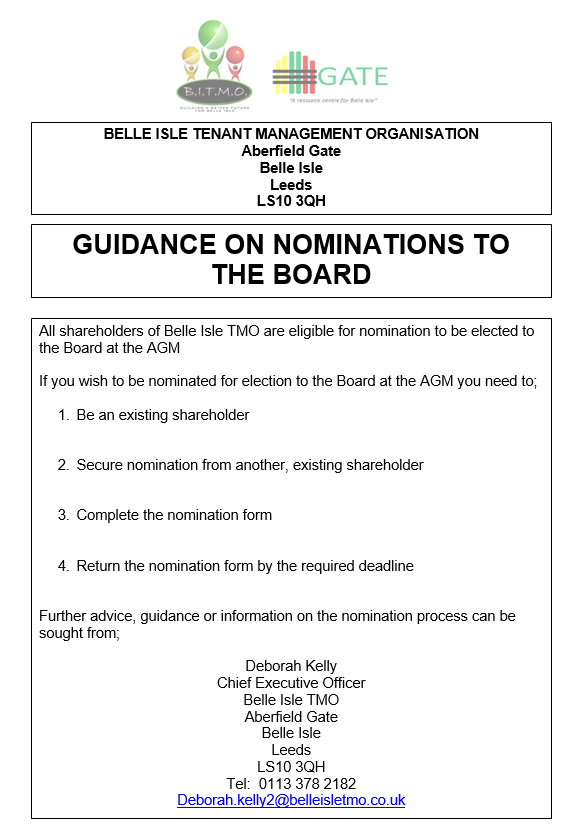
The Chair on behalf of the Board stressed that Ian will be welcomed back if he wishes to stand again in the future.

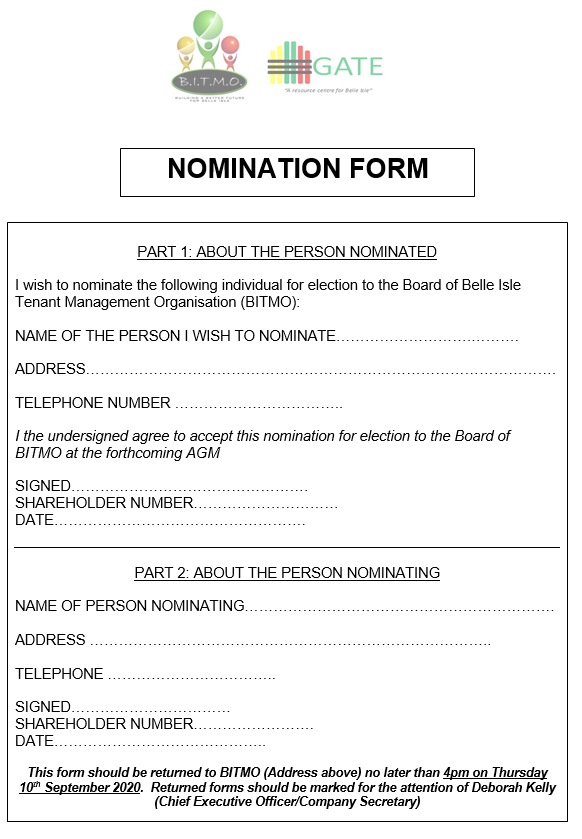
The Board requested that their heartfelt thanks be passed onto Ian. The Chair requested that a letter of thanks be sent to Ian from BITMO for his dedicated service to the community.

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| **Date of Next Meeting: 3rd September at 6.00pm.** |

**APPENDIX 2**

**BOARD NOMINATION FORM**





**APPENDIX 3**

**Audit Letter of Representation**

Beever and Struthers

Chartered Accountants

St George’s House

215 – 219 Chester Road

Manchester

M15 4JE

Date:

Dear Sirs

This representation letter is provided in connection with your audit of the financial statements of Belle Isle Tenant Management Organisation Limited (“the Society”) for the year ended 31 March 2020 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the results and financial position of the Society in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the Co-operative and the Community Benefit Societies Act 2014.

We confirm, to the best of our knowledge and belief the following representations:

1. We are responsible for the preparation of financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), the Co-operative and the Community Benefit Societies Act 2014, which give a true and fair view of the financial position of the Society as of 31 March 2020 and of the results of its operations and its cash flows for the year then ended and for making accurate representations to you.
2. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
3. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.
4. We have disclosed all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements and these have been disclosed in accordance with the requirements of accounting standards.
5. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of accounting standards.
6. All events since the balance sheet date which require disclosure or which would materially affect the amounts in the financial statements have been adjusted or disclosed in the financial statements.
7. We confirm that the financial statements are free of material misstatements, including omissions. All misstatements identified during the audit were corrected.
8. We confirm that, having considered our expectations and intentions for the next twelve months, including the potential impact of COVID-19, and the availability of working capital, the Society is a going concern. We confirm that the disclosures in the accounting policies are an accurate reflection of the reasons for our consideration that the financial statements should be drawn up on a going concern basis.
9. We confirm that we have considered the potential impact of COVID-19 on the Society and the associated risks created by the pandemic. We confirm that the disclosures in the financial statements are an accurate and complete reflection of our assessment based on the current situation at the date of this letter.
10. All accounting records and relevant information have been made available to you for the purpose of your audit. We have provided to you all other information requested and given unrestricted access to persons within the entity from whom you have deemed it necessary to obtain audit evidence / request information. All other records and related information including minutes of all management and board meetings have been made available to you.
11. All transactions undertaken by the Society have been properly reflected in the accounting records and are reflected in the financial statements.
12. We acknowledge our responsibility for the design, implementation and maintenance of controls to prevent and detect fraud. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
13. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves management or employees who have significant roles in internal control, or others, where fraud could have a material effect on the financial statements.
14. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud affecting the entity’s financial statements communicated by employees, former employees, analysts, regulators or others.
15. We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the Society conducts its business and which could affect the financial statements. The Society has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance.
16. We confirm that we have disclosed to you the identity of the Society’s related parties and all related party relationships and transactions relevant to the Society that we are aware of.
17. The Society has satisfactory title to all assets, and there are no liens or encumbrances on the assets except for those disclosed in the financial statements.
18. There are no liabilities, contingent liabilities or guarantees to third parties other than those disclosed in the financial statements.
19. The Society has at no time during the year entered into any arrangement, transaction or agreement to provide credit facilities (including loans, quasi loans or credit transactions) for Board members, nor to guarantee or provide security for such matters, except as disclosed in the financial statements.

We confirm to the best of our knowledge and belief that the above representations are made on the basis of enquiries of management and staff with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation sufficient to satisfy ourselves that we can properly make each of the above representations to you.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware. Each Board member has taken all the steps that they ought to have taken as a Board member in order to make themselves aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

Signed on behalf of the Board by:

....................................................................(Signature)

....................................................................(Position)

....................................................................(Date)

**APPENDIX 4**

**KEY PERFORMANCE INDICATORS**





**APPENDIX 6**

**HAP application**

**LCC Parks & Countryside**

**Belle Isle Circus Fencing**



**Belle Isle Housing Advisory Panel- Funding Scheme**

**Application Form**



**Housing Advisory Funding Panel- Application Form**

Please make sure you read through the Housing Advisory Panel Funding Scheme ‘Information and Application Guidance Notes’ before completing this application form.

Should you require assistance completing this application form, please contact the Community and Tenant Support Team on 0113 3782190.

Once completed, please return to the Community and Tenant Support Team at Belle Isle TMO, email GATE@belleisletmo.co.uk or post to ‘Housing Advisory Panel, Belle Isle TMO, Aberfield Gate, Belle Isle, Leeds LS10 3QH’.

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| **1. Your Information** | | |
| Full Name: | Victoria Nunns | |
| Organisation or Group: | Leeds City Council – Parks and Countryside | |
| Address (incl. postcode): | Farnley Hall – Hall Lane – Farnley Lane – Leeds LS 12 5HA | |
| Telephone Number(s): | Landline: 0113 3788163 | Mobile: 07817904930 |
| Email Address: | Victoria.nunns@leeds.gov.uk | |
| How did you hear about the Advisory Funding Panel? | Discussions with ward members and members of BITMO | |

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| **2. The Project Overview** | | |
| What is the name of your project or idea? | Belle Isle Roundabout access improvements | |
| Where would your project take place? | Belle Isle Circus | |
| Please give a brief overview of the project: | The project seeks to install some double knee rail along the southern half of the roundabout to stop cars driving over on to the roundabout to   1. Short circuit the traffic 2. Joy riding /damaging the roundabout – 3. Prevent/reduce ASB in the area with joy riders and people damaging the roundabout and green space | |
| **3. Your Group or Organisation** | | |
| What are your group’s aims or objectives: | | To protect and enhance the parks gardens and open spaces in Leeds |
| Where does your group operate: | | Across the whole of the city |
| How is your group currently funded: | | Central funding for maintenance |
| What support does your group currently receive from BITMO: | | None |

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| **4. The Project- In Detail** | |
| Please describe your idea or project: | The project, which has been brought to us by residents of Belle isle seeks to secure and safeguard Belle Isle roundabout through the provision of a metal knee rail along the southern half of the roundabout to prevent vehicles driving on to the Circus |
| How does this project meet our funding criteria: | This project aims to protect and enhance green space  Improve the lives of local residents living adjacent to and within the community  Improve community cohesion  Create a safer community  Improve the circus so residents may enjoy the green space in safety and without fear of danger |
| How will you know whether your project has been a success: | The stopping of people driving over the roundabout /circus  Reduction of complaints  Enhanced open space  Improved planting on the circus |
| How much funding is required from the Housing Advisory Funding Panel for your project: | £5,870 |
| Has this project received any funding/ is funding being sought from elsewhere: | No |

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| **5. The Project Costs** | | | |
| Please list each individual element of expenditure, including the suppliers details, date the quote/ price was obtained and amount. Should you have any written quotes, please attach copies of these to your application form | | | |
| Item: | Supplier: | Date: | Amount: |
| Knee rail double height black | P&C | 8/6/20 | £5,870 |
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| **6. Declaration** | | | |
| I declare the above information in this application for Belle Isle TMO Housing Advisory Panel Funding is accurate and no relevant information has been omitted from this application. I am aware that payment of any funding approved and authorized by the Belle Isle TMO Board will be subject to specific conditions attached to this award being adhered to. | | | |
| Name: | V Nunns | | |
| Signed: |  | Date: | 8th June 2020 |