



BELLE ISLE TENANT MANAGEMENT ORGANISATION

CONFERENCE CALL BOARD MEETING

AGENDA AND PAPERS

THURSDAY 26th NOVEMBER 2020 (6pm)

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

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 26th November 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
 - Board Minutes – 1st October 2020. (Page 5 & Appendix 1 page 17)
 2. Operational Report – (Page 6 & Appendix 2 page 25)
 3. Social Housing White Paper – (Page 11 & Appendix 3 page 31)
 4. Discussion Topic – Greening the Estate (Page 11)
 5. Scheduled report updates
 - Financial reports (Page 12)
 - GATE update (Page 15)
 6. Any Other Business

Part B – Confidential items

1. Financial Pressures (separate paper)
2. Potential heating allowance for homeworking staff

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 1st October 2020. The table below summarises some of the matters arising from these meetings and other issues that have arisen since.

Board meeting 1st October 2020

Item	Update
Staff restructure	New counter and repairs staff appointed, trained and operational. New Income and Tenancy Manager in place.
Business Continuity	New national restrictions in place until 2 December. Action: Little change to prior service delivery - detailed in CEO Report.
Potential office reconfiguratio.	Awaiting detailed specification from NPS. Application for LCC consent for office alterations to be done once specification received.
Main contractor procurement	Initial BITMO Selection Panel process complete with 6 companies going forward to full tender. Project on target.
Risk Register Review	To be subject to a separate meeting of those Board members who wish to attend.
Board Co-options	Adverts being placed to encourage applicants with finance and HR expertise.
Board Declarations	Board have been reminded to return the declarations.
Capital programme progress	See CEO Update and financial updates.
Overgrown conditions in the Swamp.	Site inspection made and actions agreed.

Recommendation

The Board are requested to NOTE the matters arising updates

2. CEO Operational Report

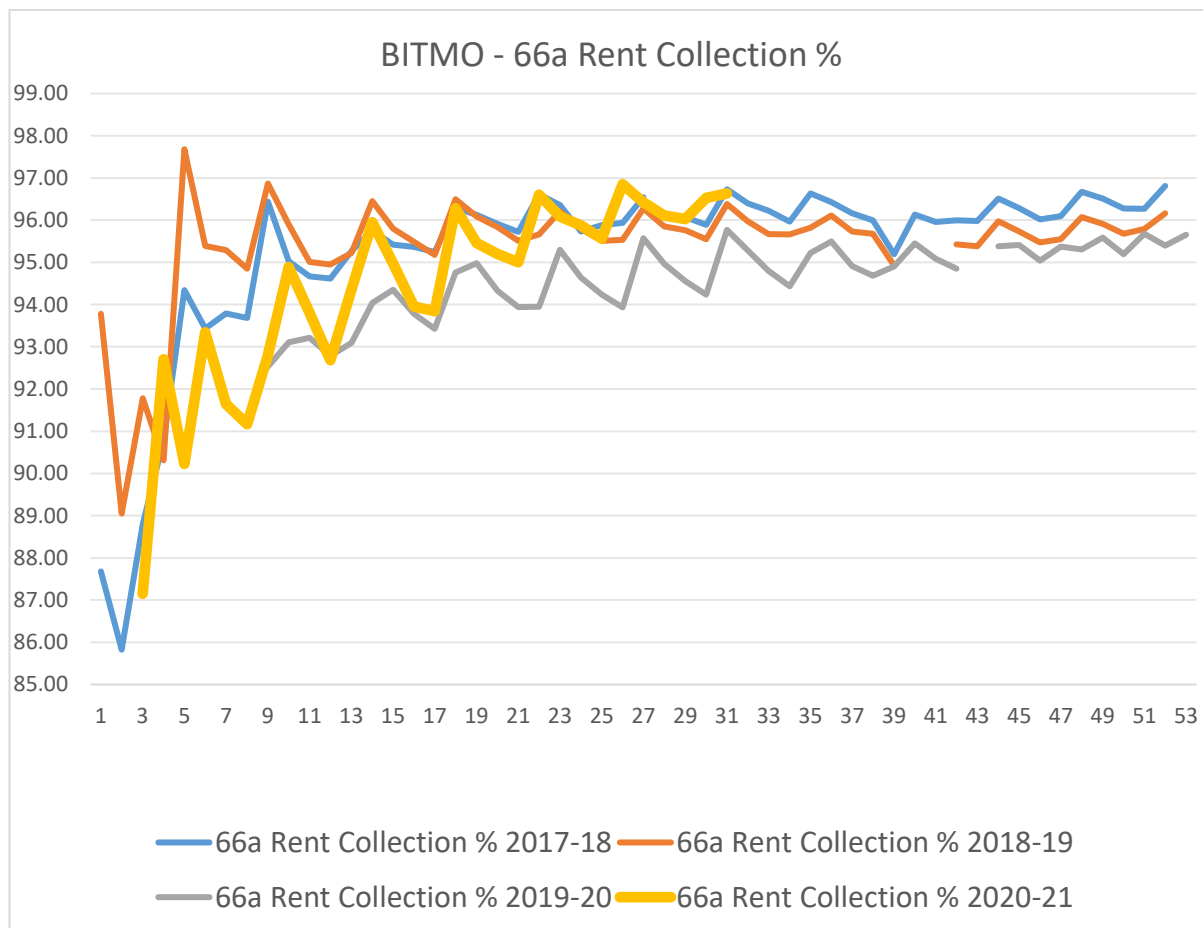
2.1 Introduction

The purpose of this report is to provide an update on performance and operational matters since the last Board meeting. The detailed Performance Grid is at Appendix 2.

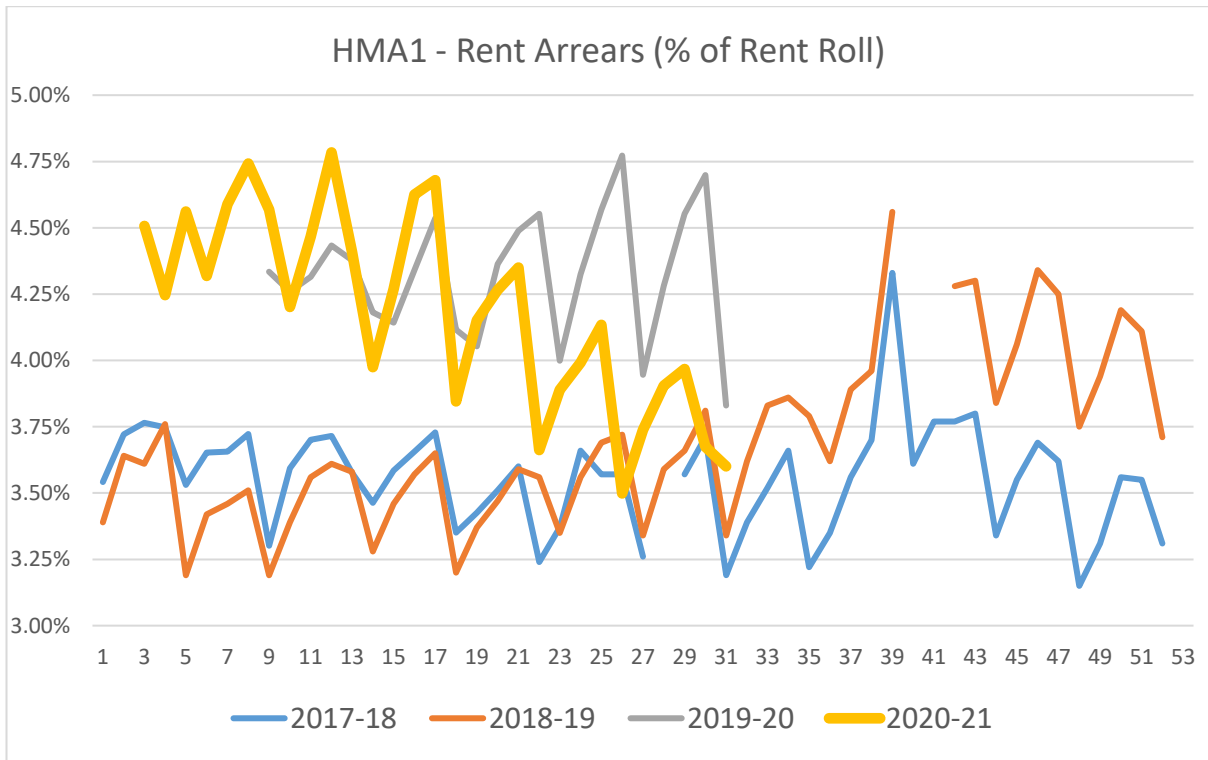
Performance

(i) Rents

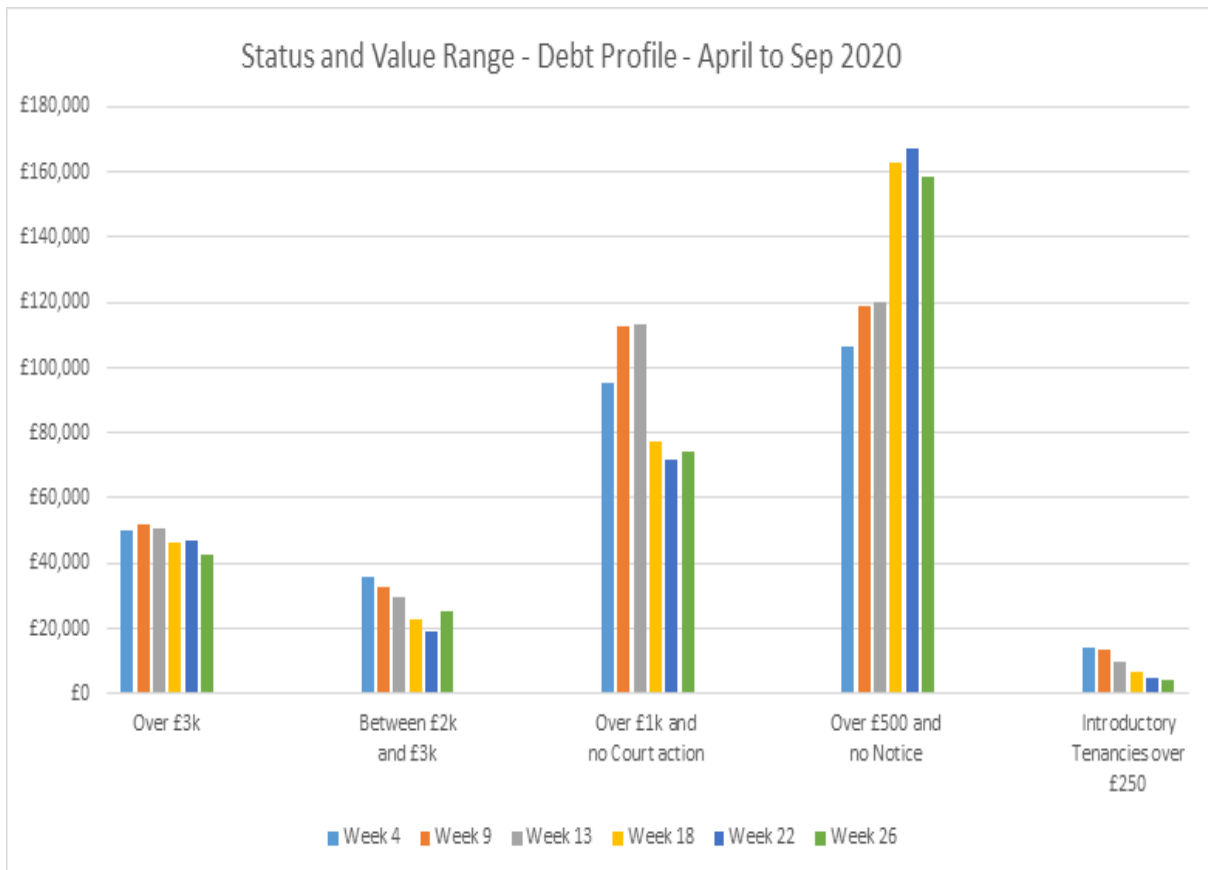
Rent Arrears recovery is improving. The chart below shows rent collection trends over the last three years. The current year is shown by the yellow line. Last year is shown by the grey line. Collection levels were below previous years up to week 18, at which point collection rates overtook the performance of previous years. This is partly a result of a change in Universal Credit payment cycles.



This chart shows the arrears level as a percentage of the rent roll. It is clear that the level of arrears is reducing month on month. This year's figure is shown in yellow, last year's figure is in grey.



The chart below shows the total value of debt in each of the main categories. This indicates that higher level debts are not increasing, but there is a larger group of debtors in the middle band of people owing between £2k and £3k. The overwhelmingly largest amount debt is carried by people who owe over £500 and have no Notice in place.



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. Despite this performance has improved. We believe that this is because of:

- Change in UC payments
- Use of VoiceScape
- Higher levels of engagement with customers
- Greater effectiveness as a result of home working

In order to continue this level of performance the team are going to run focused campaigns on:

- Low level debt
- DHP applications
- Direct Debit take-up
- Signposting to financial advice

(ii) Lettings

Lettings activity is fully resumed and is continuing during this period of increased national restrictions. We are dealing with the current underspend in responsive repairs by increasing the lettable standard. We will be providing more support for people moving into our homes by preparing them for decoration, removing textured coatings and carpeting them. This enhanced standard is finance dependent and will be reviewed as we reach equilibrium with the budget.

(iii) Annual Home Visits

Annual Home Visits via telephone are in place. We have completed approximately 32%.

(iv) ASB

The internal audit of ASB has been received. It found that there were no significant weaknesses in our arrangements but made some important recommendations around completing the vulnerability matrix and ongoing case supervision. The report is provided at appendix X

(v) Planned Maintenance

As previously reported we are at risk of not delivering our planned investment programme within year. We are mitigating this risk by commissioning Mears to carry out internal decorations to communal areas, carry out stock condition surveys including EPC and thermal imaging, and accelerate the replacement water supplies programmes.

The main workstreams being supported by NPS are

- Mansard Roofs - Tender documents are being produced by NPS to enable the project to be tendered with an intended start on site of March 20 . Phase 1 will cover 18 properties on Winrose Ave and the works are expected to be completed by August 2021. The estimated cost will be £333,910. A report will be submitted to Leeds City Council to obtain sign off and approval to carry out these works.

- Brooms Car park – NPS have been instructed to proceed with developing and tendering this scheme as several attempts at value engineering have failed to bring the project within budget.
- Brooms timber framed properties - The gable wall at 56 Broom Nook will be rebuilt this week by Mears and this property is being used as a pilot for the other 21 properties, to develop a scope of works and to look at the structural issues relating to the wall ties. It is envisaged a works package will be developed by NPS and this should be out to tender in December 2020.
- Office refurbishment - The estimated costs provided by NPS is over the budget provided by BITMO. NPS are carrying out a value engineering exercise to revisit proposed costs to bring these within budget.
- Palliative care flat - Tender costs were over proposed budget costs. A value engineering exercise has been carried out by NPS with all those who tendered for this work, with the aim of reducing costs. The results of this exercise will be known on 18th November.
- 3 storey blocks groundworks – BITMO are awaiting copies of proposed plans and revised estimated costs for these works from NPS.

(vi) Responsive Repairs

The backlog of repairs has reduced from 400 to approximately 20 and is reducing steadily. Supply chain issues are being managed and are currently not presenting any problems.

Procurement

Procurement of our main responsive repairs and maintenance contract is proceeding according to the timetable set out below. We received 11 PAS91 submissions and have completed the first stage of evaluation and are taking 6 contractors forward to the next stage. They will be asked to submit tenders.

RAMP Timetable		
Stage 1	PAS 91 (Previously PQQ)	
	OJEU advert	8th September
	PAS 91 Published	27th October
	PAS 91 panel review	10th November
	PAS 91 Panel Consensus	24th November
	Successful shortlist notified	1st December
	Unsuccessful shortlist notified	8th December
Stage 2	Tender	
	Publish tender	14th December 20
	Tender deadline	10th February 21
	Tender panel reviews	24th February 21
	Tender evaluation consensus mtg	10th March 21
	Price-Evaluation	24th March 21
	Tender Award Report	2nd April 21
	Alcatel Period	23rd April 21
Stage 3	Award	
	Contract Award	14th May 21
	Mobilisation	17th May - 30th September
	Contract Start	1st October 21

Staff changes

Since the last report, our new Income and Tenancy Manager, Stephen Oldham, joined us on 2nd November. We are not carrying any vacancies, for the first time since June 2019.

Covid

The level of remobilisation achieved prior to the implementation of further national restrictions is being maintained where possible. However we are dealing with a very fluid situation in which 10% of BITMO staff have tested positive for the disease. Several colleagues are self-isolating and maintaining service delivery is proving very challenging across all teams.

Health and Safety

There have been no health and safety incidents since the last report.

Property Condition

(i) 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 expecting a court date in April.

Recommendation for Approval

The Board are requested to NOTE the above matters.

3. Social Housing White Paper

Sets out the actions the government will take to ensure that residents in social housing are safe, are listened to, live in good quality homes, and have access to redress when things go wrong.
Published 17 November 2020

Inside Housing Summary – see Appendix 3

White Paper available at: <https://www.gov.uk/government/publications/the-charter-for-social-housing-residents-social-housing-white-paper>

4. Discussion Topic – Greening the Estate

At the last Board meeting it was suggested that a discussion topic for the next meeting could be the important issue of Greening the Estate – to further enhance measures being taken as part of the LCC Climate Emergency.

Excerpt from the BITMO Strategy 2020-25:

- *Our Green Agenda puts our response to the climate emergency front and centre of how we conduct our day to day business and how we invest in our community. Our planned investment programme focuses heavily on improving energy efficiency and thermal comfort in our homes. We are moving towards electric vehicles for our caretaking team and are reducing our carbon emissions in the BITMO office.*
- *We will work with community groups to increase tree planting on the estate.*
- *We are supporting working from home for colleagues to reduce carbon emissions and to support work life balance.*

Progress is being made towards this goal, including:

- Survey works in tenant properties to include EPC measurement
- Insulation programme in capital works – walls, roofs
- Solar panel installation on replacement roofs as part of tenant roof programme
- Planned solar panels on Aberfield Gate office
- More energy efficient lighting in the office
- Initial tree planting on Belle Isle Circus
- Planned tree and wild flower planting through the estate
- Procurement of an electric van

Board members are asked to discuss further works on the estate and suggest areas in which tree and flower could be conducted. Board is also asked if it would like to establish a sub group to drive the agenda forward.

Recommendation for Approval

The Board are requested to discuss the above matters and to establish a sub group to lead on the BITMO green agenda.

Scheduled Report Updates

5.1 Financial Update

5.1.1 Revenue Accounts for the Six Months to 30th September 2020

Management account figures to 30.9.20 indicate that the level of responsive repairs continues to be very low during the Covid19 crises.

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	635,777	320,966	314,811
Staffing – Housing Staff- All staffing costs relating to delivery of housing services (Rents, Relets, Repairs, Finance, Gate)	1,019,895	498,257	510,780	(12,523)
Planned Maintenance – All planned maintenance costs including caretakers’ environmental work and Three Storey Flats	519,167	251,539	246,982	4,558
Aberfield Gate – All costs relating to BITMO’s day to day operation and Bitmo's Gate	292,115	124,418	120,247	4,170
Service Level Agreements – All costs relating to service agreements	58,881	29,440	29,440	0
Sheltered Housing – All costs relating to the delivery of Sheltered Housing services (Wardens)	78,869	39,435	38,308	1,126
Total Expenditure	3,252,732	1,578,866	1,266,724	312,142
Income				
Management Fee, Sheltered Fee, Incentive Payments, Bank Interest	3,254,644	1,623,572	1,621,691	(1,881)
Operating Surplus/(Deficit)	1,912	44,706	354,967	310,261

Summary narrative of revenue accounts

- Surplus of income over expenditure in the first quarter of the current financial year is £355k.
- Main area of underspend is in Responsive Repairs which are £341.8k less than budgeted.
- A significant reduction in repair costs was anticipated due to the Covid19 pandemic.

Variations explained:

A brief explanation is given below on the main variations of expenditure against the budget in the first six months of this financial year to the end of Sept 2020.

Responsive repairs:

£314.8k less was spent against the budget for Responsive Repairs. This underspend is largely due to:

1. The main Repairs contract had an underspend of £280.3k. Repairs carried out on the Void Properties was underspent by £99.5k. There was an overall net underspend of £180.8k 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 six months of 2019-20, 682 less jobs were requested in the same period of 2020-21. Of these, 594 fewer day to day repair jobs and 88 fewer void repairs were requested in the first six months of the current year compared to the same period in the previous year.

2. Repairs by other contractors are underspent by £18.8k, the main underspend on repairs by other contractors are: Day to day repairs which are underspent by £6k, Forestry which is underspent by £2.6k and Asbestos Testing which is £4.2k less spent compared to the budget.

3. Expenditure on repairs carried out by in-house caretaking team is £17k 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 £5.3k underspent and hire of skips which is £9.9k underspent.

Pro-active measures:

Although numbers of jobs have now picked up and are nearing pre-Covid19 levels the work does not look as though it will automatically pick up all the shortfall. Additional pro-active projects are therefore being pursued to ensure that estate condition is maintained. This includes a gutter cleaning scheme to reduce future maintenance repair costs.

Recommendation

Board members are requested to note the Revenue Management Accounts for the 6 months to 30th September 2020.

5.1.2 Capital Programme

Scheme Title	2020-21 Budget £000	2020-21 Spend 16.11.20 £000	2020/21 Revised provisional Estimates £000	Notes 2020-21
REACTIVE BOILER REPLACEMENT	80.8	37.0	82.0	Target considered achievable (47 boilers planned £1,700 - 22 completed).
PLANNED BOILER REPS	165.0	53.3	325.0	Target increased to 88 installs planned plus 100 to be scheduled, 29 completed and paid.
RE-ROOFING OF SLATE PROPERTIES	200.0	1.0	92.5	5 Year Mansard Roof programme 2020-2025 was £200k pa (20 roofs), now 5 roofs with solar panels - rest to follow 2021-22
OTHER ROOFS	100.0	4.0	1.0	No further items identified.
TIMBER FRAMED PROPERTIES	200.0	1.4	19.0	Was 40 properties @ £5k. EWI @ £10k each to follow in subsequent years. Now 1 property at £15,900 plus fees (£18.5k gross), with remainder to follow in 2021-22.
Four Flat Blocks - ENTRANCES	48.0	0.1	48.0	Was 24 of 72 Blocks @ £2K (painting and 50% new doors - re fire regs). Revised to 10 at £2k.
RE-ROOFING OF OUTBUILDINGS	40.0	0.0	20.0	Revised to 4 at £5k
REACTIVE ELECTRIC UPGRADES	15.0	0.4	15.0	Full spend expected
KITCHENS AND BATHROOMS	105.0	26.4	121.0	Was 20 Kitchens @ £4k / 10 Bathrooms @ £2.5k. Revised 16 Kitchens at £6k, plus bathrooms.
THREE STOREY BLOCKS	300.0	0.6	50.0	4 year prog. 16 internal @ £20k / 5 external @ £150K. Total £1.07m plus fees
ADAPTATIONS	120.0	58.4	182.0	Palliative care flat tendered. High adaption numbers.
MISC DECENCY FAILURES	50.0	11.6	70.0	Inc fire damage to twp properties
PUBLIC FOOTPATH RENEWAL SCHEME	50.0	0.1	50.0	Survey complete. Spend expected.
PARKING PROVISION	30.0	0.2	81.4	Agreed with NPS
RE-POINTING SCHEME	0.0	0.0	50.0	Agreed zero budget following major investment prior year.
WATER SUPPLIES - HOUSES	60.0	47.3	90.0	37 properties done. 59 more scheduled.
EXTERNAL GRP DOORS	20.0	1.0	20.0	Only replace when needed.
FENCING	0.0	0.0	20.0	Programme being developed.
PLANNED ASBESTOS	35.0	11.3	30.0	Increased due to pressure on prior year budget
THERMAL SURVEYS	0.0	0.0	0.0	Costs being investigated
STOCK CONDITION SURVEYS	0.0	0.0	20.0	To be done by Main contractor and to include EPC's.
AIR CONDITIONING	1.2	0.0	1.0	Encompassed in office refurbishment
BITMO VOID REFURBS	100.0	16.6	130.0	Higher refurb costs to include decoration & carpets
Total	£1,720.00	£270.70	£1,517.90	
% spend to 16.11.20		15.74%		
Potential underspend			-£202.10	

Considerable focus is being placed on Capital programme delivery. Costs remain below target but are now being achieved with increased momentum. Year-end projections will be finalised before the end of November in order to report back to LCC (for whom BITMO acts as agent in this spend).

Recommendation

Board is asked to note the above report.

5.1.3 Budget setting

LCC has given a draft management fee indication for 2021-22. It is £3.188m on the Revenue account, but this is awaiting confirmation by LCC in February 2021.

Discussions are ongoing with BITMO managers in order to present a draft budget to the Board at the meeting in January 2021 and a final version in March.

Discussions are also taking place within BITMO staff as to the Capital budget spend for 2021-22 and draft figures for this will also be brought to the Board meeting in January.

Recommendation

Board is asked to note the above report.

5.2 GATE Update

Board members were previously notified that, due to COVID-19 the Christmas Party and the Christmas Market events will not be going ahead this year. However, in order to spread some seasonal cheer, the Community and Tenant Support Team are co-ordinating a safe and socially distanced, community Christmas event to take place between 11am - 3pm on Monday 21st December.

During this time, Santa will be delivering selection boxes (with suitable allergy warnings) and winter warmers, such as hats and gloves, for collection to five drop off points across Belle Isle, including Manorfield Hall. We hope to start publicising his route of the estate and drop off points by the end of November.

COVID-19 has increased everyone's reliance on the internet with most organisations moving to a 'digital by default' service, where they are encouraging online access to information and help for almost all aspects of life, including education and social support. In recognition of this, the Community and Tenant Support Team are working with community partners to help improve digital access and skills across LS10. This includes a tenant survey to establish what levels of digital exclusion* exist, what the barriers to getting online are, and what devices people use.

(*A person can be digitally excluded because they cannot access or afford devices, data or Wi-Fi, or because they don't have the skills needed or motivation to get online. We believe a significant proportion of our tenant base is at risk of digital exclusion.)

The CATS team successfully applied for twenty Google Pixel 2 XL smartphones, each with 24G of data. These have been distributed to people who were digitally excluded and were nominated by the Rents team, Supported Services team and Windmill Primary. If Board members are aware of any residents who want access to the internet and do not have it, please contact the CATS team and we will try to help them get a device and/or data.

The winter edition of *Bits and Pieces* is currently in production and will be sent to tenants at the start of December along with the rent statement. This edition includes winter wellbeing messages, promotion of the employment support service and a digital skills survey that supports the digital inclusion work the team is carrying out.

The CATS Team have been facilitating conversations across BITMO teams that aim to support staff wellbeing whilst they're working from home. The Staff Room Chats are voluntary and all members of staff are invited to attend. So far, our Staff Room Chat meetings have discussed confrontation and lone working, and the next meeting scheduled for staff is about maintaining good mental health.

Recommendation

The Board are requested to accept the above report and to notify the CATS team of any potential recipients of the devices noted above.

6. Any Other Business

Date of Next Meeting: 28^h January 2021 at 6.00pm

APPENDIX 1

BOARD MINUTES 1st October 2020

Appendix 1

FULL BOARD Minutes of a Teleconference Meeting Meeting held on Thursday 1st October 2020

Present: Leon Kirkham
Jean Burton
Iris Crummack
Michelle Lyons
Cllr Paul Truswell
Cllr Judith Blake
Julie Rhodes
Sharafath Ghafiri
Ashley Knowles

In Attendance: Deborah Kelly (Chief Executive Officer)
Peter Olver (Head of Governance & Finance)
Karen Hoole (Governance & Admin Support Officer)

PART A – Public Agenda Items

Apologies

Apologies were received from: Margaret Brown

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 Board meeting held on 3rd September 2020 were approved.

a. Matters Arising from the Full Board Meeting held on 3rd September 2020

Item	Update
Staff restructure	New structure implemented by 7 th September with the exception of Income Recovery Manage. Interviews were held on 24 th September.
Business Continuity	Continuing to manage service operation in liaison with LCC.
Potential office reconfiguration.	Due to go for tender.
Lease on Aberfield Gate	Lease signed and with solicitors. Insurance in place.
Telephone answering.	Interim measures operating. New counter staff are being inducted.
Main contractor procurement	European Journal advert (OJEU) placed and tenders invited. Review committee for short listing to comprise Chair, Vice Chair, CEO and Head of Repairs.
Structural programme for timber framed properties.	Plan to use main contractor to expedite works. <i>The CEO reported a correction to the Board papers – the disrepair claim received should have read from a tenant and not the owner of the property.</i>
Mansard Roofing project	Sampling of roof spaces complete. Work to commence in March 2020. Variation to other budget spend being investigated.
Adaptive Flat Project	Out to tender.
Brooms parking	No progress has been made to date.
Rent collection mechanisms: Board asked for a summary of methods of payment and timescales involved before payments reached tenants rent accounts.	A summary of Rent collection mechanisms was provided at the meeting.
BITMO Brand Logo costs. The total costs of adopting a new logo were requested by the Board.	A full breakdown of costs was provided at the meeting. The conclusion of the report is that there are no additional costs associated with the change of logo.

Recommendation for Noting

The Board are requested to NOTE the matters arising updates and associated Logo Cost report.

Noted.

2. Appointment of Co-optees to the Board

BITMO's rules state that the Board can appoint up to 6 co-opted Board Members. Board Members are appointed by the Board rather than at the Annual General Meeting.

Leeds City Council have nominated two Ward Councillors to serve on the Board. These nominations were accepted earlier in the year.

The nominations were:-

- Councillor Judith Blake
- Councillor Paul Truswell

The following people sought co-option and were appointed to the Board for the following year:-

- Margaret Brown
- Ashley Knowles

There is one further vacancy for co-option to the Board. Two nominations were received for the vacant co-opted place.

Following discussion it was agreed by the Board that an advertisement will be placed for applicants for the vacant co-optee position with a view to obtaining applications from people with specialised knowledge e.g. human resources or financial expertise.

Recommendations Approved:

The Board approved the following:-

- Co-option of Cllr Blake and Cllr Truswell
- Co-option of Margaret Brown and Ashley Knowles

Approved.

- The vacancy for Co-optee to be advertised with a view to obtaining applicants with specialised knowledge.

Approved.

3. Election of Board Officers and areas of special interest for Board Members

The Board elected the nominated Board members to the Board Officer roles as follows:-

- Chair and Treasurer - Leon Kirkham
- Vice Chair and Secretary – Jean Burton

The Chair volunteered to temporary duties as Treasurer until a replacement is found for Board member, Ian Liptrot, who stood down recently.

A Board member expressed an interest in becoming Treasurer. This will be discussed with the Board member outside of this meeting.

Board members were asked to think about whether they would like to volunteer for the following roles/areas of activity and asked to contact the Head of Governance and Finance or the CEO to express their interest/s.

- **The BITMO Green Agenda** – as outlined in the current strategy
- **Retirement Life/Sheltered Housing** – social events and volunteering
- **Equalities** – championing equality and diversity
- **GATE and Community Events** - Christmas events, Belle Isle Gala and GATE activities
- **Publicity** – involvement in producing Bits ‘n’ Pieces
- **Repairs and Maintenance** – reviewing performance on repairs and gas contract
- **Procurement** – tendering for contracts
- **Estate and Environment** – monthly estate walkabout
- **Finance** – on an ad-hoc and quarterly liaison basis
- **Recruitment** – participation in recruitment panels

Recommendations Approved:

Board members were asked to approve the Board Officers for the coming year.

Approved.

Board members were asked to contact the Head of Governance and Finance, CEO or Chair with their expressions of interest for areas of activity.

4. Board Forward Plan

The proposed Board Forward Plan for the forthcoming year was presented as follows:-

Date	Headline Report	Discussion topic	
October 1 st	Urgent matters, Correspondence, Estate issues and Tenant feedback	Remobilisation	
November 26 th		Areas for scrutiny	
December		No Meeting	
January 28 th		Suggestion of greening the Estate	
March 25 th		To be set by Board	
May 27 th		To be set by Board	
July 29 th		To be set by Board	
August		No meeting	
September 2 nd		To be set by Board	
September 30 th			Annual General Meeting

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

The CEO advised that there was nothing to report regarding remobilisation except that BITMO is still following instructions in line with steps that Leeds City Council are taking.

The CEO reported that remobilisation will be a standing item on the Agenda until further notice.

The CEO said that volunteers from the Board will be asked to undertake a detailed scrutiny exercise in November.

Recommendations Approved;

Board members were asked to discuss and approve the timetable for Board and AGM meetings.

Approved.

5. An Overview of the Organisation

An overview of the organisation was provided in the Board papers. All Board members were asked to sign the attached Code of Conduct, Register of Interests and Permission to use Images forms.

A postage paid envelope was provided with the Board papers for these to be returned. The Head of Governance and Finance will arrange for any forms to be collected if required.

Recommendations

Board members were asked to note the overview of the organisation provided.

Noted.

Board members were asked to note and complete the following form:-

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

Noted.

6. Any Other Business

6. 1 Clapgate School

The Head of Governance advised that Clapgate School had invited BITMO to join the Board of Governors under a partnership arrangement. He advised that he would like to express an interest in taking up the role, with Board approval.

Recommendations

Board members were asked for approval of an application for the Head of Governance to join the Board of Governors of Clapgate School.

Approved.

6.2 Windmill Primary School

The Chair expressed an interest to serve on the Board of Governors of Windmill Primary School pending Board approval.

Recommendations

Board members were asked for approval for the Chair to potentially join the Board of Governors of Windmill Primary School.

Approved.

6.3 Vote of Thanks to Councillors

The Chair proposed a vote of thanks to Cllr Blake and Cllr Truswell for their continued support of BITMO and for the residents of Belle Isle.

Proposal carried unanimously.

6.4 The Swamp

A Board member raised concerns about overgrown nettles on the walk way in the swamp.

The CEO will arrange for this to be investigated.

Date of Next Meeting: 26th November 2020 at 6.00pm

APPENDIX 2

PERFORMANCE GRID

QUARTER 2

2020-21

BITMO KPI Headline Summary Q2 2020-21

Key Performance Indicator	LCC actual	BITMO Target	2020-21 Q2	Notes
Variance from total budget	BITMO specific	2020-21 £2k budget	£310k positive variance	1
Staff attendance - sick absence	TBC	9	2.46[days]	2
All homes have a current gas safety certificate (Sayes KPI)	99.50%	100.00%	99.68%	4
All homes have a current electric periodic inspection certificate (PMS KPI)	BITMO specific	98.78%	90.36	5
Fire Safety inspections to communal areas	BITMO specific	100%	100%	6
Capital Investment programme completed (100% for the year)	BITMO specific	100.00%	9.20%	7
Key Performance Indicator	LCC actual	BITMO Target	2020-21 Q2	8
Percentage of rent collected	96.71%	97.50%	96.85%	9
Percentage of rent owed	3.28%	2.20%	3.50%	10
Amount of rent owed	£6,886,275	£164,008	£248,028	11
(RR1) Repairs done right first time	94.75%	90%	96.72%	12
(RR2) Repairs completed within target time	68.21%	99%	77.90%	13
Key Performance Indicator	LCC actual	BITMO Target	2020-21 Q2	14
Time taken to relet empty properties - Gross Relet	58.53	28	56.36	15
Percentage of properties untenanted	0.0072	1.10%	0.0037	16

Notes	Comments
1	Six months to 30 Sept severely affected by Vovid-19 lockdown for responsive repairs.
2	Continued low levels of sickness absence as people work from home.
4	The service programme has progressed well throughout this difficult period with BITMO continuing to follow the Sec.80 Legal process, with regards to 'No Access.' Every attempt to minimise the numbers being subject to the complete process is taken but we must continue as this allows us to maintain performance and ultimately compliance.
5	This programme was suspended during the lockdown period for COVID-19 due to the prolonged period of time required to complete the testing. It has now resumed and LBS are now working through the scheduled programme for 2020-21.
6	All inspections are up to date
7	Capital schemes for Q2 are 9.3% spent and committed (£160k of £1,720k)
9	Increase in percentage of rent collected over recent weeks, in line with LCC.
10	Increase in percentage of rent collected over recent weeks, in line with LCC.
11	Trend in line with LCC.
12	Remains above target.
13	Given the difficulties and challenges in accessing properties during Covid the decline is not unexpected.
15	Awaiting LCC discount day calculation.
16	Derived from a property count of 1,875

KPI	LCC actual	BITMO Target	2020-21 Q1	2020-21 Q2
(RR1) Repairs done right first time	92.95%	90%	96.47%	96.72%
(RR2) Repairs completed within target time	70.76%	99%	82.94%	77.90%
(RR3) Repairs appointments made and kept	94.47%	99%	No contractor visits during pandemic	80.00%
Customer satisfaction	Specific	95%	No contractor PDA surveys during pandemic	No contractor PDA surveys during pandemic
Properties with a stock condition survey (Annual)	Specific	Annual	Person collating this has moved on	TBC
Major and minor adaptations completed within target timescales	Specific	95.00%	KPI under review	TBC
Capital Investment programme completed (100% for the year)	Specific	100.00%	2.80%	9.20%
All homes have a current gas safety certificate (Sayes KPI)	99.50%	100.00%	<u>98.53%</u>	99.68%
Number of homes with a Gas safety certificate overdue for 0-4 weeks	Specific	0.00	0 No. (0.0%)	0.05
Number of properties with a Gas safety certificate overdue for 1-3 months	Specific	0.00	3 No. (0.16%)	0.05
Number of properties with a Gas safety certificate overdue for over three months	Specific	0.00	0.00%	0.00%
All homes have a current electric periodic inspection certificate (PMS KPI)	Specific	98.78%	90.36%	90.36
Fire Safety inspections to communal areas	Specific	100%	100%	100%

Mears are not currently making appointments. This also applies to their other contract with Housing Leeds due to current Covid restrictions. BITMO will be looking to introduce appointments again once Covid restrictions ease. BITMO are not measuring customer satisfaction on the responsive repairs contract with Mears. This procedure is in line with the other Responsive Repairs Mears contract for Housing Leeds. Electrical inspections started later than envisage by Leeds Building Services due to covid , but we are catching up on inspections . The capital programme is behind,however, steps have been taken to increase spend through non NPS procured contracts and some of these costs should now start hitting the ledger. The gas service programme has progressed well throughout this difficult period with BITMO continuing to follow the Sec.80 Legal process, with regards to 'No Access.' The electrical programme was suspended during the lockdown period for COVID-19 due to the prolonged period of time required to complete the testing. It has now resumed and LBS are now working through the scheduled programme for 2020-21.

KPI	LCC actual	BITMO Target	2020-21 Q1	2020-21 Q2
Percentage of rent collected	96.71%	97.50%	94.36%	96.85%
Percentage of rent owed	3.28%	2.20%	4.41%	3.50%
Amount of rent owed	£6,886,275	£164,008	£ 312,979	£ 248,028
Number of audits requiring corrective action	Specific	Not Available	187	TBC
% of arrears cases owing 7 weeks rent with a Notice in place	19.00%	95.00%	23.46%	15%
Number of Household Supported with Financial Hardship	Specific	Not Available	107	16
Additional income generated for customers	Specific	Not Available	£17,122	£21,856

Rent performance is improving, and remains a priority focus. Further detail on steps being taken to consolidate this improved performance is included in the report.

KPI	LCC actual	BITMO Target	2020-21 Qtr1	2020-21 Q2
Number of complaints received	Specific	Not available	0	1
Number of complaints responded to within target	Specific	10(Days)	0	1
Number of complaints at stage 3	Specific	Not available	0	0
Number of complaints referred to the Ombudsman	Specific	Not available	0	0

It is unlikely that there has been just one complaint in the period. Better recording practice is needed and has been implemented.

KPI	LCC actual	BITMO Target	2020-21 Q1	2020-21 Q2
Number of tenancy terminations	482	Not available	9	10 (19)
Number of commencements	514	Not available	12	10 (22)
Number of voids at period end	741	16 (0.8%)	6	7
Time taken to relet empty properties - Gross Relet	58.53(Days)	28(Days)	Awaiting LCC discount days decision.	56.36(Days)

During this period all lettings were presented to BITMO from LHO to assist in LCCs drive to reduce the number of homeless people in Leeds. Due to the temporary closure of CBL and the restrictions in place during the lockdown the average number of days in Void is greater than would normally be expected.

APPENDIX 3

**SOCIAL HOUSING WHITE PAPER
17 NOVEMBER 2020**

The Social Housing White Paper: The proposals at a glance

[Insight](#) 17/11/2012:30 PM by Inside Housing reporters

The Social Housing White Paper has finally seen the light of day. *Inside Housing* explains the key changes it will make in the sector

The Social Housing White Paper has finally seen the light of day. @insidehousing explains the key changes it will make in the sector #UKhousing

Three years after former communities secretary Sajid Javid promised a Social Housing White Paper that would be a “wide-ranging top-to-bottom review of the issues facing the sector” and the “most substantial report of its kind for a generation”, today the much-anticipated document was finally published. The 76-page document looks to realign the relationship between landlord and tenant, through greater transparency and accountability, and drive a more consumer-focused social housing regulatory regime.

READ MORE

[Messages on homeownership in Social Housing White Paper ‘creates stigma’, say tenant groups](#)
[Regular inspections announced and ‘serious detriment’ test dropped in white paper](#)
[Social Housing White Paper: responses from the sector](#)
[Social landlords to be marked against new tenant satisfaction measures under white paper reforms](#)

The white paper puts forward a lot of proposals that will change how social landlords operate – from new tenant satisfaction measures, to improved complaints processes, to the removal of the ‘serious detriment’ tests.

Here, the *Inside Housing* news team runs through the white paper and picks out the key changes from this important document.

Chapter one: to be safe in your home

Chapter one of the white paper addresses head-on the catalyst behind the need for change: the Grenfell Tower fire.

The document says that the tragedy revealed “significant failings”, which proposed changes will seek to remedy.

One such measure is to launch a consultation on mandating smoke and carbon monoxide alarms in social housing.

The government says it is “unacceptable” that around 200,000 social homes are without a working smoke alarm and more than 2.3 million are without a working carbon monoxide alarm.

Responses to the Social Housing Green Paper showed “overwhelming support” for consistency in safety measures across social and private rented housing, according to the document. A separate consultation will look at ways to improve protection for social housing tenants from poor electrical safety.

Improvements to the sharing of fire safety data between relevant bodies will also be driven as part of the white paper proposals.

Under the new plans, the Regulator of Social Housing (RSH) will be expected to prepare a memorandum of understanding with the Health and Safety Executive to ensure sharing of information with the new Building Safety Regulator, proposed in the Building Safety Bill.

As we now know, residents and [official reports](#) from Grenfell Tower had warned about fire safety defects in the lead-up to the tragedy, which killed 72 people.

Through new Building Safety Regulator, a residents panel will be established to “assist in determining its priorities and informing any guidance that it publishes on resident engagement”.

A person responsible for complying with health and safety requirements will also be legally required, under the white paper proposals.

The document says: “We want to make sure that residents know how to communicate with their landlord or building manager on fire and structural safety issues, and that they feel confident their voices are heard.”

Chapter two: to know how your landlord is performing

Box A: Draft Tenant Satisfaction Measures		Box A: Draft Tenant Satisfaction Measures	
Theme	Draft tenant satisfaction measures	Respectful and helpful engagement	Number of complaints relating to fairness and/or respect, relative to the size of the landlord
Keeping properties in good repair	Decent Homes Standard compliance		Tenant satisfaction that their landlord listens to their views and takes notice of them
	Responsive repairs completed right first time		Tenant satisfaction with landlord's engagement with tenants
	Tenant satisfaction with landlord's repairs and maintenance service		
Maintaining building safety	Compliance with health and safety obligations: <ul style="list-style-type: none"> • Gas safety • Electrical safety • Fire safety • Asbestos • Water safety • Lift safety 	Responsible neighbourhood management	% of communal areas meeting the required standard
	Tenant satisfaction with the health and safety of their home		Number of complaints relating to communal areas, relative to the size of the landlord
Effective handling of complaints	Number of complaints relative to the size of the landlord		Tenant satisfaction with landlord actions to keep communal areas clean and safe
	% of complaints resolved within agreed timescale		Tenant satisfaction with landlord contribution to the neighbourhood associated with their home
	Tenant satisfaction with landlord's complaints handling		Number of complaints relating to anti-social behaviour, relative to the size of the landlord
			Tenant satisfaction with landlord's handling of anti-social behaviour
		Overall	Tenant overall satisfaction with the service their landlord provides

Above: Draft tenant satisfaction measures proposed in the white paper

One of the white paper's aims is to increase the transparency and accountability of social landlords, particularly for the tenants who live in their homes.

To do this the government will call on the regulator to come up with a better way for landlords to measure their performance and give tenants more opportunity to hold them to account on actions and performance.

At the heart of this will be a new set of tenant satisfaction measures that will see all landlords measured on a set of criteria that tenants will have access to and can compare with other landlords.

These measures will cover a number of areas, including building safety maintenance, the effective handling of complaints, whether landlords are keeping up with repairs, and whether they are engaging with residents in a respectful manner.

This will then be reflected in an overall tenant satisfaction assessment.

Landlords will also have to provide details on [chief executives' salaries](#), executive remuneration costs and management costs, relative to the size of the landlord.

The white paper also aims to make it easier for tenants and leaseholders to access information in relation to their landlord's housing management.

This will be driven by a new 'access to information' scheme that will allow tenants to access information from their landlord or be supported by politicians or journalists to do so. This will relate to information about the organisations themselves, but also about contractors working for the landlords.

Housing associations will only be able to refuse giving out information on grounds similar to that of the exemptions used under the Freedom of Information Act – such as commercial confidentiality.

Tenants will be able to challenge these decisions if they feel that their landlord has unreasonably withheld information from them. If this is the case, landlords will have to carry out an internal review, and if it is not resolved at that stage, the Housing Ombudsman will review and take a decision on the case.

The white paper also proposes increasing transparency around the way in which social landlords spend their money. As part of this, the government will work with the regulator to ensure that residents are provided with a clear breakdown of how income is being spent. This will also give tenants the opportunity to challenge certain decisions.

A responsible person for consumer standards will be needed for every social housing organisation. This person will ensure that the landlord is delivering good customer service and drive culture change where deficiencies are found.

Chapter three: to have complaints dealt with promptly

Changes to the Housing Ombudsman will be a key part of the white paper's aims. The document sets out the government's plan to strengthen and improve the organisation's role in dealing with resident complaints.

Prior to the white paper being published, the government had already agreed to increase the organisation's resources in an attempt to speed up the time it takes to make decisions.

In July the Housing Ombudsman [launched a new Complaint Handling Code](#), against which landlords are being asked to self-assess by the end of this year. From 2021, the ombudsman will have the power to issue complaint handling failures to landlords that do not comply with the code.

In addition to these previously announced changes, the government has said it will launch an awareness campaign so social tenants know their rights and the routes to complaint. Social landlords will be required to advertise information about their complaint procedures in their offices and shared residential spaces.

The government also reiterated a commitment made as part of the Building Safety Bill to remove the requirement for complaints to the Housing Ombudsman to first be raised with MPs, councillors or a designated tenant panel.

In an attempt to ensure landlords are accountable for their responses to complaints, from March next year the ombudsman will publish the details of cases it has determined on its website and data on individual landlords' complaint volumes, categories and outcomes. This information will be shared with the RSH to inform the regulator's assurance of landlords' compliance with its consumer standards.

The relationship between the Housing Ombudsman and the RSH will be further strengthened by introducing a statutory requirement for both bodies to co-operate with each other in undertaking their responsibilities. The Housing Ombudsman will become a statutory consultee for any proposal concerning changes to the RSH and vice versa.

Chapter four: to be treated with respect backed by a strong regulator

This chapter represents the really meaty bit of the white paper. In its introductory passage, the government makes no mistake about declaring that “unlike the successful economic regulation regime, the current regime of consumer regulation is not strong enough to ensure that social landlords... deliver to the expectations set out in our new charter”.

Broadly speaking, the aim is this: to move back to a proactive approach to consumer regulation, in line with the regime for economic standards and returning to the days before the Tenant Services Authority was scrapped by the coalition government in 2010. Consultation work following the green paper indicated “strong support” for this shift from residents and landlords alike, the document states.

That means a number of changes in practice, the most eye-catching of which are these: the scrapping of the ‘serious detriment’ test (which currently blocks the regulator from intervening on consumer issues unless it believes tenants are at risk of severe harm) and the introduction of a new inspections programme.

Ministers envisage a three-stage system here, where desktop reviews of metrics like tenant satisfaction are complemented by four-yearly inspections of all social landlords owning more than 1,000 homes, with specific reactive investigations at organisations of concern.

This approach will be backed up by stronger enforcement powers for the RSH, including the ability to hit landlords with performance improvement plans and inform them of inspections just two days before they happen. The vision is for a consumer regulation function that is “proactive, proportionate, outcome-focused and risk-based”.

Unsurprisingly, there will be an emphasis on safety – with social landlords required by law to name a person with responsibility for compliance. Transparency is also a key watchword, building on measures set out in previous chapters, with this to become a part of the RSH’s statutory objectives.

Clearly getting all this off the ground will require significant resourcing, and the white paper promises to make sure the RSH can hire “senior leadership and staff with the right expertise in consumer regulation”.

As for when these measures will come into effect, the paper notes that they must be “carefully designed” and “involve extensive engagement with the sector”, but pledges that necessary legislation will be passed “as soon as parliamentary time allows”.

Chapter five: to have your voice heard by your landlord

This part of the white paper makes proposals on how engagement between tenants and landlords can be improved, as well as how tenants can be empowered to make their voices heard.

One way the government intends to do this is by making sure the RSH requires landlords to show how they have sought out and considered ways to improve tenant engagement.

From a government perspective, the white paper also commits to ensuring ongoing ministerial engagement with social housing tenants. This will ensure residents are kept at the heart of future policymaking, the white paper says.

The government says it will also work with national tenant-led bodies to deliver new opportunities and an “empowerment programme” that will be open to all social housing residents. The programme will deliver a range of learning and support activities, with the aim of giving residents the tools to better influence their landlords and hold them to account.

Chapter six: to have a good quality home and neighbourhood to live in

The white paper highlights the impact that the COVID-19 pandemic has had on reinforcing the need for a decent and safe home. But [housing standards in the social sector are often far worse](#) than those of the private rented sector, according to the government.

In response to this divide in housing quality, ministers have confirmed that they will review the Decent Homes Standard. The standard sets the minimum quality that social homes should meet. The document states that the government aims to complete the first part of the review by autumn 2021.

The government says that responses to the idea of a review in its green paper revealed that many feel the current Decent Homes Standard is not “fully effective” and that there were calls for more investment in areas such as green spaces and crime prevention methods including CCTV and better lighting.

The white paper acknowledges the relationship between housing and physical and mental health. The government says it will continue to engage with the latest

evidence on the link between housing and health, [including COVID-19 transmissions](#).

As part of efforts to improve mental well-being, the government has urged all social landlords to adopt policies to allow tenants to be able to keep pets.

A review of professionalisation will also be held to consider how well housing staff are equipped to work with people who have mental health needs.

When it comes to anti-social behaviour, social tenants are not always clear on who they are supposed to report incidents to. In response, the government has said it will clarify the different responsibilities that police, councils and housing associations have in tackling the issue.

The paper says: “We will work with the National Housing Federation and Local Government Association to encourage social landlords to inform residents of their right to make a community trigger application.”

This would result in a review of anti-social behaviour in an area.

The document recognises shortcomings in social housing allocation systems, saying that “systems sometimes fail to match adapted (or adaptable) homes to people who need them, often because of a lack of data about the accessible social housing stock in the area”.

As a result, the government will consider how to improve joint working between local authorities and housing associations to ensure social housing is allocated efficiently.

Chapter seven: to be supported to take your first step to ownership

What would a social housing policy paper be without a reminder of the government’s unceasing determination to promote homeownership?

This final chapter does far less heavy lifting than the others. Instead, it focuses mainly on setting out previous affordable housing policy announcements and restating ministers’ priorities. So that includes, for instance, mention of [the upcoming Affordable Homes Programme \(AHP\)](#), the 2018 [removal of the council Housing Revenue Account borrowing cap](#) and the [overhaul of developer contributions mooted in this summer’s Planning White Paper](#).

The [new shared ownership model](#) and [proposals for the Right to Shared Ownership](#) also feature prominently.

Beyond the expected enthusiasm for homeownership and “beautiful” housing, there are one or two vague statements that may be welcome to the sector. Ministers “want to see a step change in local authority delivery”, for example, and the new AHP will allow providers “to develop homes for social rent anywhere in England”.

There is a quick nod to the government’s support for community-led housing and a promise to “consider how best to maintain that support going forward”, but no new policy suggestions.

In fact, this chapter is perhaps most interesting for one thing it does not say. There is a commitment to publish “the full evaluation” of the [Voluntary Right to Buy pilot](#) that is currently wrapping up in the Midlands, but no repetition of [the Conservative manifesto promise](#) to “evaluate new pilot areas”.