



BELLE ISLE TENANT MANAGEMENT ORGANISATION

CONFERENCE CALL BOARD MEETING

AGENDA AND PAPERS

THURSDAY 25TH MARCH 2021 (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.

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

CONFERENCE CALL BOARD MEETING

Board meeting to be held on
Thursday 25th March 2021
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*
 - Board Minutes – 28th January 2021 - *Appendix 1 (Page 25)*
 2. Operational Report – *Page 7*
 - Update report from the CEO – *Appendix 2 (Page 35)*
 3. Green Agenda – *Page 10*
 - Report from the Board Sub-Committee on Environmental Sustainability - *Appendix 3 (Page 39) & Appendix 4 (Page 47)*
 4. Charity Structure Development – *Page 12*
 - Update on the proposed 'launch vehicle' for the Lift Off and other outreach training programmes
 5. Scheduled report updates – *Page 15*
 - Retirement Life Annual Review 2020-21 - *Appendix 5 (Page 55)*
 - Financial Reports
 - Current year - Revenue
 - Current year - Capital
 - Budgets 2021/22 - Revenue
 - Supplier Procurement Review
 6. Any Other Business
 - BITMO nomination for NFTMO Executive Committee

Part B – Confidential items

1. Minutes of the meeting held on 28th January 2021
2. Early Leavers Initiative 2021 and Simplyhealth Scheme - updates

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 28th January 2021. The table below summarises some of the matters arising from these meetings and other issues that have arisen since.

Board meeting 28th January 2021

Item	Update
Remobilisation re Covid-19	Discussed under Item 2 - CEO Report.
Covid Aware messaging	LCC continuing an awareness raising programme as rates continue to be higher in Middleton Park Ward
Green Agenda	Meeting of the sub-committee held in February to take forward the Green Agenda –see item 3.
Budgets 2021-22	Revised Revenue Budget presented in item 5 following on from Board deliberations and further developments.
Contractor procurement	Tender evaluation for the repairs and maintenance contract completed 12.3.21. Gas contract to be hopefully extended by two years, saving £12k and offering the opportunity to tie in with LCC tender timetables.
Kickstart Programme	Discussed under Item 2 CEO Report.
Charter for Social Housing	Complaints procedure being reviewed. Tenant engagement programme being developed.
Board recruitment	Bespoke issue of Bits and Pieces newsletter. Continued call for nominees in tenant emails and on Facebook. Other avenues being explored.

Bits n Pieces	The recent issue of Bits n Pieces was devoted to Board recruitment and so did not have space for a request for old photographs of Belle Isle.
Using the GATE facilities for income generation.	Charges have been raised for use of the GATE premises and Broom Nook for local elections in May. Further opportunities will be investigated.
Santa Event 2020	An apology for any disappointment experienced during Santa's drive around the estate was placed in a tenant email. Space was not available in the Board recruitment issue of Bits n Pieces.

Recommendation

The Board are requested to NOTE the matters arising updates

2. CEO Operational Report

Introduction

The purpose of this report is to provide a high level update on BITMO performance and activity in the last quarter. It updates Board members on the arrangements being made to return to a “new normal” in the context of COVID 19. A review of matters being progressed is provided for information, and discussion.

Business Continuity

As you would expect we are keeping a close eye on how we continue to provide services in this changing landscape. Our priority is to protect staff and do our bit to support messaging around “Hands, Face and Space” while maintaining service and performance levels.

Having had various colleagues unfortunately contract Coronavirus during the last twelve months, we currently have no staff absences attributable to the virus. We continue to maintain a skeleton staff in the office, just to deal with post, payments and contractor access. We continue to support staff to work from home where possible.

We have developed an action plan to “resume a new normal” as and when guidance from the Government on the transmission of the disease, and the roll out of the vaccine, indicate that it is safe to do so.

Our approach to re-opening will be phased. The first phase which is expected to commence around the end of July, subject to further guidance, will be based on the following principles

- Reduced numbers of staff working in the office - in order to maintain a degree of social distancing, reduce transmission of all viruses and bacteria, and support work life balance and the climate emergency agenda.
- Customer visits by appointment – our housing reception will eventually be open to walk in customers for general enquiries but initially enquiries will require an appointment. Structural work is needed to create a Covid secure interview space. Prices are being obtained for this.
- The GATE will re-open on an appointment basis to use the IT facilities and engage in the Employment Support and Digital Inclusion and Digital Health activities.
- Community Café activities will remain suspended. Partners who provide services such as a CAB, and SCOPE will operate on a virtual appointment basis. Non-essential activities such as arts and crafts and ancestry remain cancelled.

New external office signage is being prepared in anticipation of office remobilisation (Appendix 2 page 35).

Procurement

(i) Repairs and Maintenance

We have completed the tender evaluation for the repairs and maintenance contract. Four submissions were received from Morgan Sindall, Engie, Mears and Ian Williams.

We are awaiting final scoring and a tender report before making the contract award.

(ii) Gas Contract

Following discussion with the Finance Sub group, a proposal to extend the current Gas contract was put to LCC on the basis that this will provide a saving of £12k to BITMO and enable us to align with a Leeds City Council procurement in 2024, at which time BITMO will form one “lot” within the new contractual arrangements.

This has received initial indicative approval from LCC, and is subject to ratification in the next couple of weeks. Once confirmed a letter of extension under current terms will be sent to Sayes.

Palliative Care Flat

The contract for this project has been awarded and start on site is expected in March. We will be liaising with LCC partners in housing and social care to agree allocations criteria to this property which is intended be available on a short term basis only to support people leaving hospital but unable to manage at home, who will return home once their rehabilitation is complete, or people needing end of life accommodation whose home situation is not suitable.

We need to understand what the rent liability situation will be for people in each of these scenarios.

An internal review of smaller value supplier procurements has been carried out and is presented in the finance paper.

GATE

We continue our telephone contact to support people who are isolated or vulnerable, and have started to offer on line groups and meet ups. There have been two such groups in this month, a general meet and greet and a men’s group.

We have completed Outcomes Star training for GATE and Tenancy Support staff. It will enable colleagues engaged in our employment support offer, supporting people in retirement life accommodation, and people we are supporting for other reasons, to have high quality, guided, consistent conversations and to action plan around the individuals. It will enable us to track the journey of change and evidence the impact we make. It will also be useful in terms of applying for funding to support our work.

We have begun work on the digital health programme that we are involved in alongside Public Health England. Devices and resources are being provided to households who are digitally excluded, and bespoke packages of support are being created to help people to access support and services that can impact positively on their physical and mental health.

LIFT OFF

As part of our strategy to diversify income through creation of a charity we are designing a number of programmes that will potentially attract charitable funding. The first of these is called Lift Off.

LIFT OFF is 7 modules which support participants on a personal development journey. It is aimed at young people aged 14 to 24. A small team of Bitmo staff will work with participants to explore and achieve their potential in terms of making decisions around college, and work. We are partnering with Pathways and The South Leeds Youth Hub to offer a range of support and experiences that cover:

- Work and learning skills
- Aspiration and motivation
- Job search skills
- Healthy habits
- Lifeskills
- Community Engagement
- Digital Access

We are at the very early stages of developing this programme and are setting up a steering group to oversee the content and delivery of the programme. The goal is to offer this programme to young people in Belle Isle, to equip them with the knowledge and tools they will need to make positive choices about school, college and work. We have approached schools and colleges in Leeds to help us with proof of concept. We are talking with two schools about the programme, one of which is outside the Belle Isle area. We do not consider this a barrier to progression in the short term as it will enable us to refine the programme, measure the success of the approach and gain testimonials before launching it officially in Belle Isle.

Continuous Improvement

(i) CATs

We have implemented the new CRM system called CATS. All colleagues will be expected to use the system to log the majority of customer contact. It will enable much greater visibility of customer interactions and improve our customer service.

(ii) IT implementation

Colleagues have made significant progress on Civica testing in readiness for roll out of the CX and Keystone modules.

Recommendation

Board are requested to

- **Note and comment on the contents of the report**

3. Green Agenda

At the Board meeting of 26th November 2020, it was decided to establish an Environmental Sustainability Sub-Committee of the Board with a remit to make recommendations to the Board for pushing forward the BITMO Green Agenda.

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.*

The Sub-Committee (comprising Paul Truswell, Iris Crummack and Shaf Ghafiri) met on 3rd March 2021 to consider:

- A draft Environmental Sustainability Policy (Appendix 3 page 39)
- An associated draft Action Plan (Appendix 4 page 47)

The aim was to tie in with the Climate Emergency declared by LCC and to complement and enhance work done on environmental sustainability in the widest sense.

The draft action plan includes proposals relating to the housing stock and green areas managed by BITMO as well as activities within the organisation itself. It aims to:

- Follow best practice
- Map our existing impact
- Raise Awareness
- Improve our building stock
- Enhance Green Areas
- Save energy
- Travel sustainably
- Reduce, Reuse, Recycle

Discussions had taken place with LCC over various aspects of the plan and close liaison with that body and other partners (including contractors) would be vital going forward. Key to success would be careful consultation with tenants and residents.

The Sub-Committee recommended that the draft Policy and Action plan are approved by the Board.

As part of the green agenda a programme of tree planting on the estate is being developed. Consultation with residents has begun with an online poll and a piece asking if people could feed in suggestions for planting areas. Five symbolic mature trees are being planted (oak, beech, birch) and a number of fruit trees (15 apple and 10 pear) are being made available for tenants to have in their gardens (planted by the BITMO Caretaker team).

For planting in the autumn of this year a stock of trees will be ordered and advice is sought from the Board as to any preferences with regard to the types that might be ordered.

Recommendations

- **Board is requested to approve the Environmental Sustainability Policy and Action Plan (Appendix 3 page 39 and Appendix 4 page 47).**
- **Board members are requested to suggest any preferences for the types of tree that could be included in the tree planting programme.**

4. Charity Proposal

At the Board meeting in January 2021 it was agreed that a proposal should be constructed so that the Board may look at options and costs for establishing a charity to take the lead on employment development for young people in Belle Isle.

Consideration has been given to the nature of the work to be undertaken by the charity and this is reported in the CEO Report above. This section looks at the potential legal structure of the charity. Legal opinion has been obtained from Rollits solicitors of York and Hull in preparing the following information.

Legal Objects

The draft Objects of the Charity are proposed to be:

- (i) To develop the capacity and skills of the members of the socially and economically disadvantaged community of Belle Isle Estate (Leeds) in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.*
- (ii) The prevention or relief of poverty [or financial hardship] in Belle Isle Estate by providing or assisting in the provision of education, training, healthcare projects and all the necessary support designed to enable individuals to generate a sustainable income and be self-sufficient.*

These Objects have been collated using the principal aims of the project and guidance given by the Charity Commission website. They have been reviewed by our solicitor who thinks that they should be acceptable to the Commission.

Charitable Incorporated Organisation

The constitution of the body could be as a Charitable Incorporated Organisation (CIO). This is a structure that needs to be registered with the Charity Commission but does not need to be registered with Companies House. This means that administration is streamlined whilst giving comfort that the body is properly regulated.

There are two types of CIO, depending on the intended controlling entity. Both types are a two tier structure of both members and trustees.

(i) Foundation Model

A CIO may adopt a structure in which the members and the charity trustees are the same people. This is known as a 'foundation' CIO.

(ii) Association Model

A CIO with a wider body of members is known as an 'association CIO', where the membership and trustees may be different persons.

If BITMO will be the only voting member (or a voting member alongside other people) then the Association Model would be needed. However, if the only voting members of the CIO will be the same people as the charity trustees, then the Foundation Model would be used. If the only voting

member of the CIO is to be BITMO, then this does not preclude the CIO from creating informal categories of membership.

Charity Commission model constitutions for both the Foundation and Association models can be found at:

<https://www.gov.uk/government/publications/setting-up-a-charity-model-governing-documents>

Trustees & Members

It is important, when using the CIO structure for the trustees and members to understand which capacity they are acting in when taking any decision. The trustees of the CIO manage the affairs of the CIO and may exercise all the powers of the CIO for that purpose, but charity law and the CIO Regulations reserve some decisions to the members in a similar manner to company law.

Although the charity trustees are responsible for overseeing the general control and management of the administration of the CIO, it is the voting members of the CIO who ultimately exercise control by having the right to vote to amend the constitution and appoint and remove charity trustees.

The purpose of the two tier structure is for the members to hold the trustees to account, and in larger membership charities to provide for the democratic appointment/election of the trustees.

Trustees of a charity must act in the interests of that charity. Individuals could potentially be a mixture of BITMO post holding staff and persons nominated by BITMO and other bodies. It is suggested that members of staff could include the CEO and other managers. The term of office for such 'ex-officio' trustees could be set to last for as long as these members of staff are employed. Bodies who nominate other trustees would need to be not for profit and not have any potential conflict of interest with the work of the charity.

It is proposed that the number of trustees shall be a minimum of three and a maximum of eight and that the first charity trustees are as follows:

- BITMO CEO
- BITMO Head of Finance and Governance
- BITMO Board Member (to be nominated)

Control

Overall control of the charity is a central issue for consideration for political and economic reasons.

Politically, BITMO may or may not wish to have some overall control over the appointment of trustees in order to have ultimate periodic oversight over activities and the constitution. It may do this by adopting the Association model and having BITMO as the only controlling member.

If BITMO is to be a voting member, it will be necessary for BITMO to authorise a person to act as its representative and for that person to be authorised at a meeting of BITMO's Board so that it is clear who has the authority on behalf of BITMO to give instructions as to how BITMO exercises its vote as a member of the CIO.

Economically there may be some loss of VAT if BITMO does not control the body, assuming that there will need to be some secondment of BITMO staff to the work of the charity. Staff seconded to work for the charity could be charged to the charity and this would both enable the work to take place within the charity and would also reduce overall BITMO staff costs, thus helping with the potential budget deficit

In order to establish a VAT Group including both BITMO and the charity, there would need to be overall control of the charity by BITMO. If a VAT group is not established then there is the risk that it would not be tax efficient, in that more VAT on inter organisational transactions may be payable to HM Customs and Revenue than if there is no group structure. If some £30k of BITMO staff time were charged to the charity then up to £6k in VAT may not be recoverable from HMRC.

Relationship with BITMO

The constitution of the charity should have nothing in it which prevents BITMO from receiving charitable benefits from it or from being able to charge for services provided. There is also a question as to whether it should be possible for any surplus or reserves to be potentially transferred to BITMO rather than held in the charity. It is assumed that reserves would normally be held within the charity to further its aims in accordance with the wishes of donors. If the charity was to be wound up then any reserves should it is suggested be transferred to BITMO (subject to Charity Commission approval).

Relationship with BITMO tenants

BITMO tenants may potentially be both trustees and beneficiaries of the charity. The constitution will need to be clear that a charity trustee may also indirectly receive charity benefits. Charity Commission approval would be needed for this to take place but the solicitor thinks that this should be forthcoming, provided that there are other independent trustees who are not also residents of the estate and that any benefits are incidental.

Next Steps

Board is asked to consider the fundamental structural issues below. If work is authorised to proceed then a draft of the proposed constitution will be presented to the Chairs Group for consideration prior to formal establishment of the charity.

Recommendations

Board are requested to:

- (i) Agree in principle to the establishment of the proposed charity**
- (ii) Approve the suggested Objects**
- (iii) Decide whether BITMO should control the charity (Association Model) or whether trustees and members would be the same persons (Foundation)**
- (iv) Decide if trustees should include the CEO and other staff members**
- (v) Delegate further development of the constitution and establishment of the charity to the Chairs Group, to be reported upon at the Board meeting in May 21.**

5. Scheduled Report Updates

5.1 Retirement Life Annual Review

An annual update report on the Retirement Life (Sheltered) service is detailed per Appendix 4.

Recommendation

Board is asked to review and accept the Retirement Life Annual Review

5.2 Financial Updates

5.2.1 Revenue Management Accounts 2020-21

Introduction

- The summary below details the financial performance in the first ten months of current financial year from 1st April 2020 to 31st January 2021.

Summary

- The surplus of income over expenditure in the first ten months of the current financial year is £357.2k.
- Main area of underspend is in Responsive Repairs which are £280.5k 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 eight months of this financial year to the end of November 2020.

Responsive repairs

£280.5k less was spent against the budget for Responsive Repairs. This underspend is largely due to:

1. The main Repairs contract has an underspend of £222k. Repairs carried out on the Void Properties was underspent by £55.6k. There was an overall net underspend of £170.6k by the main contract on day to day repairs, other than repairs on voids.

Reduced activity due to Covid-19 pandemic has been a contributing factor regarding this large variance. Compared to the first ten months of 2019-20, 510 less jobs were requested in the same period of 2020-21. Of these, 505 fewer of day to day repair jobs were requested in the first ten months of the current year compared to the same period in the previous year.

2. Repairs by other contractors are underspent by £31.3k. The main underspent on repairs by other contractors are: Day to day repairs which are underspent by £13.6k, Forestry which is underspent by £3.7k, Minor Adaptations were underspent by £2.3k, Disinfestations were

underspent by £3.3k and Asbestos Testing which is £7.1k less spent compared to the budget.

3. Expenditure on repairs carried out by in-house caretaking team is £26k 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 £9.9k underspent and hire of skips which is £15.4k underspent.

Budget Monitoring for the period ending 31 January 2021

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	1,063,346	782,825	280,521
Staffing – Housing Staff- All staffing costs relating to delivery of housing services (Rents, Relets, Repairs, Finance, Gate)	1,019,895	830,428	832,341	(1,913)
Planned Maintenance – All planned maintenance costs including caretakers' environmental work and Three Storey Flats	519,167	403,215	402,776	439
Aberfield Gate – All costs relating to BITMO's day to day operation and Bitmo's Gate	292,115	217,199	211,372	5,828
Service Level Agreements – All costs relating to service agreements	58,881	49,067	49,067	0
Sheltered Housing – All costs relating to the delivery of Sheltered Housing services (Wardens)	78,869	65,724	61,302	4,422
Total Expenditure	3,252,732	2,628,980	2,339,683	289,297
Income				
Management Fee, Sheltered Fee, Incentive Payments, Bank Interest	3,254,644	2,706,981	2,696,851	(10,130)
Operating Surplus/(Deficit)	1,912	78,001	357,168	279,167

Staff Costs

Expenditure on staff costs is £1.9k more than budget. This is due to Board approval of ELI costs (£70k) in May 2020 and approximately £68k underspent on direct payroll due to some savings resulting from timing restraints in hiring staff under the new structure.

Planned Maintenance

The Planned Maintenance budget is underspent by just over £400. Gas servicing has carried on as planned and as needed by legislation, with access to properties being fully risk assessed. Electrical Testing was started in August 2020 but was slowed down due to ongoing restrictions from Covid-19 pandemic. By the end of January 2021, 61 tests were carried out and the cost of these is accrued in January accounts. It is not clear if it will be possible to complete all the budgeted tests by the financial yearend and potentially there may be an underspend of up to £10k on this budget heading.

5.2.2 Capital Programme 2020-21

The capital programme has faced considerable challenges during the Covid-19 lockdowns and it has previously been reported to the Board that there would be a significant underspend on budget for 2020-21. The Repairs team and contractors have been working hard to ensure that as much as possible is accomplished given the restrictions.

Current indications as of 15th March 2021 are that over 70% of the original budget will be spent, as long as current commitments are completed in time. These include some £307k of work encompassing:

- (i) £48k re four flat block entrances
- (ii) £87k re the Palliative Care flat (work commencing 17.3.21)
- (iii) £98k re Brickwork Re-pointing
- (iv) £54k re GRP external doors
- (v) £20k re stock condition surveys

Some of this work will be completed after the year end, but it is considered that the cost can be accrued into the 2020-21 financial year.

Other major works that are less certain as to their completion date include:

- (i) £49k re public footpath renewals
- (ii) £56k re parking provision

Scheme Title	2020-21 Budget £000's	Total spend and committed £000's	2020/21 Revised provisional Estimates £000's	2020/21 Residue to spend £000's
REACTIVE BOILER REPLACEMENT	80.8	37.1	82.0	44.9
PLANNED BOILER REPS	165.0	226.5	325.0	98.5
RE-ROOFING OF SLATE PROPERTIES	200.0	68.8	68.7	(0.1)
OTHER ROOFS	100.0	6.4	5.0	(1.4)
TIMBER FRAMED PROPERTIES	200.0	43.2	60.5	17.3
Four Flat Blocks - ENTRANCES	48.0	48.1	48.0	(0.1)
ROOF OUTBUILDINGS / CANOPIES	40.0	0.0	0.0	0.0
REACTIVE ELECTRIC UPGRADES	15.0	1.1	15.0	13.9
KITCHENS AND BATHROOMS	105.0	119.5	121.0	1.5
THREE STOREY BLOCKS (externals)	300.0	12.7	12.6	(0.1)
THREE STOREY BLOCKS (internals)	0.0	9.3	9.3	0.0
ADAPTATIONS	120.0	192.5	178.0	(14.5)
DECENCY FAILURES	50.0	29.3	40.0	10.7
PUBLIC FOOTPATH RENEWAL SCHEME	50.0	0.2	50.0	49.8
PARKING PROVISION	30.0	24.8	81.4	56.6
UNADOPTED ROAD REPAIRS	0.0	0.0	0.0	0.0
RE-POINTING SCHEME	0.0	98.0	100.0	2.0
WATER SUPPLIES - HOUSES	60.0	142.4	170.0	27.6
EXTERNAL GRP DOORS	20.0	54.7	63.8	9.1
FENCING	0.0	0.0	20.0	20.0
PLANNED ASBESTOS	35.0	24.8	30.0	5.2
STOCK CONDITION SURVEYS	0.0	20.0	20.0	0.0
ENVIROVENT CONDITIONING	1.2	0.0	1.0	1.0
BITMO VOID REFURBS	100.0	76.1	88.6	12.5
Total	£1,720.00	£1,235.50	£1,589.90	£354.40

Provisional percentage spend to original budget 71.8%

Recommendation

Board is asked to review and accept the above Revenue and Capital reports 2020-21.

5.2.3 Revenue Budget 2021-22

Following discussions at the January 21 Board meeting, the savings identified by the Board sub-committee have been worked into the budget, excluding at present the potential saving on Simplyhealth costs (which are to be considered at this meeting – see Confidential Items).

An additional saving of £12k has since been achieved by way of extending the Gas Contract for an additional two years. This means that the anticipated £12k cost of procurement has been saved and this has been reflected in the revised figures.

Savings in each area comprise mainly:

- Repairs - £12k procurement, £3k vehicles
- Staffing - £5k training, £2.5k annual conference
- Aberfield Gate – £5.4k Voicescape, £5.7k internal audit, £2k Board training, £2k Groups fund, £2k events, £2k Bits n Pieces, £2k phones and subscriptions
- Office refurbishment – only health and safety expenditure to be incurred

The result of agreed savings is a potential deficit of up to £46k and the Board has previously authorised use of reserves to cover this amount if needed.

A decision on whether or not to discontinue the Simplyhealth benefit for staff could result in a further saving of some £4.5k

Further savings are being pursued – including an application for a reduction in Council Tax charge. Additional income is also being pursued – including the Charity proposal detailed above.

Revised Revenue budget 2021-22 (post January Board review):

Expenditure	Actual 2019-20 £	Budget 2020-21 £	Prelim Draft Budget 2021-22 £	Final Draft Budget 2021-22 £	Variance prelim- final budget £
Responsive Repairs – All costs relating to day to day repairs including caretakers' work on voids	1,229,109	1,283,806	1,271,635	1,259,523	(12,112)
Cyclical Maintenance – All planned maintenance costs including caretakers' environmental work and Three Storey Flats	477,770	519,167	535,213	533,713	(1,500)
Other Staffing – Housing Staff- All staffing costs relating to delivery of housing services (Rents, Relets, Repairs, Finance, Gate)	975,215	1,019,895	1,032,542	1,025,042	(7,500)
Aberfield Gate – All costs relating to BITMO's day to day operation and the GATE	266,047	292,115	267,265	244,784	(22,481)
Service Level Agreements – All costs relating to service agreements	50,796	58,881	58,881	58,881	(0)
Sheltered Housing – All costs relating to the delivery of Sheltered Housing services (Wardens)	76,187	78,869	80,470	80,470	(0)
Amortisation of office improvements over ten years	0	0	15,000	5,040	(9,960)
Total Expenditure	3,075,124	3,252,732	3,261,006	3,207,452	(53,554)
Income					
Management Fee, Sheltered Fee, Incentive Payments, Bank Interest	3,231,807	3,254,644	3,161,010	3,161,610	600
Surplus/(Deficit)	156,683	1,912	(99,996)	(45,842)	54,154

Recommendations

- Board is asked to approve the revised budget.

5.2.4 Supplier Procurement Review

Summary

In order to ensure that best practice is being followed and in order to ascertain any possible improvements to existing systems, a review of supplier procurement has been carried out.

All types of procurement have been examined – from large contracts where BITMO works closely in conjunction with the LCC procurement team, to small incidental purchases of stationery etc.

A register of suppliers has been produced which shows the method of procurement and then frequency and means of review. This will ensure that all engagement of suppliers is properly regulated and that best value is achieved.

Background

BITMO's budgeted annual operating costs for 2020/21 are made up of the following categories:-

Staffing Costs – including salaries, pension, employers NI and expenses	£1,293,436
Planned and Responsive Maintenance	£1,643,613
Support Services bought in from the council	£58,881
Miscellaneous running costs	£171,559

In addition to the above as part of BITMO's contract with Leeds City Council, BITMO procures £1.72 million of Capital expenditure.

All procurement should be completed in accordance with BIMO's Financial Regulations and delegated authorities. This report highlights the highest value suppliers and reviews whether regulations have been adhered to, reasons for any deviations from regulations and how these can be addressed any areas for review to ensure that Value for Money is achieved.

Current Position

A list of contracts held by BITMO has been produced. These comprise of contracts to provide a service for a period of time. The largest by value is the repairs contract with Mears, and is based on a schedule of rates to undertake either emergency repairs or planned repairs as part of a programme to maintain the Housing Stock on Belle Isle.

A further list has been produced to include suppliers for goods and services where there is no obligation to re-use (although some such as Skelton's Skip Hire, there is an agreed price schedule).

Financial regulations / tender procedures – orders over £1k necessitate a formal tender process. This involves 2 members of BMT and 1 Board member. There are occasions where this has not been adhered to.

These are (with reasons and mitigating actions):

1. Eden Brown

Eden Brown are an employment agency specialising in the supply of Housing professionals. Most of the value paid relates to the actual rate of pay for the member of staff in question. It makes business sense to negotiate good terms with on agency such as waiver of fees should the temporary employee end up securing permanent employment with BITMO.

2. Skelton, Mchale, Lyreco, VPS, Dufton Plumbing and heating, Brandenburg Gates Ltd. These are all suppliers that are used regularly. Individual orders are under the limit of £1,000, though in some instances order values may be grouped on one invoice (this is advantageous to BITMO as it reduces administration time). It is also advantageous to BITMO to have nominated suppliers where we enjoy a level of service, for example: plant and machinery can be sourced quickly from a local outlet to complete jobs around the Estate; Void properties can be boarded up at short notice etc.

3. Easibathe, Envirovent and Closomat

These are suppliers of specialist products for Aids and Adaptations and as such were not included within the Planned Maintenance contract. Easibathe has recently been added to this contract, to the supply and subject to the installation skills required, will be installed as part of the contract.

Conclusions

1. The Register of Supplier Procurement will be maintained showing procurement processes in place.
2. That in any instances where it is necessary to procure work quickly outside of the financial regulations (as conducting a tender procedure would cause either a Health or Safety risk, or there would be a risk of further expenditure being necessary), details are reported to Board retrospectively.
3. An annual Value for Money assessment will be made of all suppliers. This will confirm the rationale for continued use, taking into account all aspects such as distance, customer service, and cost. Findings will be reported back to Board.
4. Work processes continue to be streamlined where possible to ease administration. This will include monthly invoicing from suppliers and monthly ordering of consumables.

Recommendation

Board is asked to note the above report.

6. Any Other Business

Date of Next Meeting: Thursday 27th May 2021 at 6.00pm

APPENDIX 1

BOARD MINUTES 28th January 2021

FULL BOARD
Minutes of a Teleconference Meeting
Meeting
held on
Thursday 28th January 2021

Present: Leon Kirkham
Jean Burton
Michelle Lyons
Cllr Paul Truswell
Sharafath Ghafiri
Ashley Knowles
Lisa Caley
Julie Rhodes
Tracey Morris
Cllr Judith Blake

In Attendance: Deborah Kelly (Chief Executive Officer)
Peter Olver (Head of Governance & Finance)
Andrew Walker (Head of Repairs and Maintenance)
Peter Greenwood (LCC)
Karen Hoole (Governance & Admin Support Officer)

PART A – Public Agenda Items

Apologies

Apologies were received from: Margaret Brown, Bev Walker, Iris Crummack

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 26th November 2020 were approved.

a. Matters Arising from the Full Board Meeting held on 26th November 2020

Item	Update
Business Continuity re Covid-19	New national restrictions are in place. Discussed under Item 2 CEO Report.
Green Agenda	Meeting of the sub-committee to be held in February to take forward the Green Agenda.
Tenant well-being and debt support	An initial meeting between staff and a Board member who requested the meeting. Further meetings to be arranged.
Contractor procurement	Main contractor procurement proceeding on schedule. Gas contractor procurement initiated. Sayes have asked if the Contract can be put back. Discussion on whether we can join LCC contract.
Risk Register Review	To be subject to a separate meeting of those Board members who wish to attend. A meeting will be arranged when the group meet in person.
Board recruitment	Adverts will continue to be placed in the Bits and Pieces newsletter and on Facebook.

Recommendation for Noting

The Board were requested to NOTE the matters arising updates.

Noted.

2. CEO Operational Report

The CEO presented the latest CEO Operational Report and highlighted the following from the report.

Financial Pressures

LCC had advised that the management fee will be reduced by £95k. Our total draft budget deficit is £100k before corrective action.

A Sub Group of the Board was formed and has now met with the leadership to discuss and devise ways to make savings. Savings of £45k+ have been identified with the majority of these having been found from efficiencies with minimal impact on service delivery.

There is still a deficit of up to £55k. Options to close this deficit include:

- Income diversification
- Offering ELI
- Voluntary measures
- Recruitment freeze
- Using reserves

i) Income Diversification

The Chief Executive Officer highlighted the current work being undertaken towards BITMO becoming a Charitable Incorporated Organisation and advised that there are three key barriers to fundraising for BITMO:

- Reserves
- Organisational form
- Community Engagement

Holding in excess of £1m in reserves takes us outside the funding criteria for most charitable funding streams.

The creation of a Charitable Incorporated Organisation with a particular focus on employment support would create the opportunity for new community engagement that will support the aims of BITMO and have an exclusively charitable purpose.

As BITMO is not registered with the Charities Commission this limits our eligibility for funding. We cannot currently demonstrate our community leadership and engagement to evidence our eligibility. An engagement strategy is currently being developed and a paper of the pros and cons will be to a future meeting.

(ii) Early Leavers Initiative

A number of expressions of interest in the ELI Scheme have been received. Financial information has not been provided by the pension fund at the time of writing. When the information is available a further report will be made to the next Board meeting.

(iii) Voluntary Measures

Voluntary measures had been suggested by staff including a pay cut, and reduced hours. The Sub Group of the Board did not consider such measures appropriate.

(iv) Recruitment Freeze

It is proposed that in the event that vacancies occur each one will be subject to an option appraisal and approval by the Chairs Group.

(v) Use of Reserves

Reserves have accrued as a result of savings in repairs and maintenance expenditure over a number of years and currently stand at £1.2m. This money is provided by LCC exclusively for use in property maintenance and improvement. We are obliged to retain £750k.

The Chief Executive Officer explained that there may be a need to retain some £200k on estate repair works. The Board may wish to use a part of the remaining balance of £250k to balance the budget.

The finance sub-committee of the Board have proposed that the budget shortfall of up to £55k be funded out of reserves for twelve months.

Business Continuity

The Chief Executive Officer advised that as many people as possible have been working from home from Thursday 19th March 2020.

A Management rota is in place so that we can maintain business processes dependent upon post, printing and key management.

Where a face to face service is required and is considered necessary, arrangements are made to meet in a COVID secure way.

There is currently no change to provision of our repairs service, gas safety arrangements. Inspections and servicing will take place as usual.

Remobilisation

We are working towards a remobilisation of services in June. That timeframe will be dependent of course upon the rollout of the vaccine, and the status of the pandemic.

Kickstart

Kickstart is a Government funded initiative to support young people aged 16 to 24 who are not in work to develop work readiness through a combination of training, support and work experience.

As part of our employment support offer we have registered with the DWP via LCC as a Gateway provider to offer 3 work experience placements for a period of 6 months. The placements will be managed by DWP through a mentor and will be supported at BITMO through a line manager, a placement coordinator and the HR Manager to ensure that the programme of support offered is high quality.

The cost of the scheme is fully funded through DWP, with a top up to cover the cost of administration.

Board Membership

We currently have four vacancies for tenant Board members, and two vacancies for co-opted members. We have publicised opportunities for membership via Facebook and the website but have not yet received any expressions of interest. We will continue to advertise the vacancies via social media, Bits n Pieces and will advertise via traditional “paid for” media also.

Should we be successful in attracting a level of interest in the roles it will be necessary to hold an extra-ordinary AGM to agree and ratify membership.

Performance

Performance data across a limited number of business critical KPIs was presented.

The Repairs and maintenance service and Financial Control remain areas of strength. Compliance with gas regulations remains very strong. Income collection has improved and is maintaining positive performance.

Procurement

To procurement exercises are currently underway. Responsive Repairs and voids, and gas servicing, repair and installation. Both projects are progressing well.

Housing White Paper November 2020

The Board had requested a review of the Governments Housing White Paper that was published in November 2020 and a “health check” on BITMO’s level of adherence to its principles. The White Paper, is an official set of proposals published by the Government to indicate the nature and scope of future legislation.

The area where most work is required is tenant engagement. A tenant engagement strategy is currently being developed and will be presented to the Board in due course.

Recommendations

The Board were requested to

(i) Discuss, comment and note the contents of the report.

Noted.

(ii) Approve the implementation of the Kickstart programme to support our community in preparing for employment.

Approved.

(iii) Agree to hold, if applications merit, an extra–ordinary general meeting to facilitate having a quorate Board.

Approved.

(iv) Approve the plans to strengthen adherence to the principles of the Government’s White Paper: Charter for Social Housing Tenants

Approved.

3. Scheduled Report Updates

3.1 Financial Reports

3.1.1 Revenue Budget Monitoring for the period ending 30th November 2020

The Head of Governance and Finance presented the Financial reports at the meeting and gave a summary on the first eight months of the current financial year from 1st April to 30th November 2020.

He advised that the surplus of income over expenditure in the first eight months of the current financial year is £332k (compared to £355k as reported in November 2020).

3.1.2 Capital Programme Monitoring 2020-21

Capital expenditure for the period to mid-January 2021 shows a 40% spend against budget. £690k has been spent of the total budget of £1.72m.

Further amounts which are committed and will be expended very shortly include:

- £50k for kitchens and bathrooms
- £250k for planned boiler replacements
- £42k for water connections
- £20k for Timber Framed Properties
- £20k for fencing

These expenditures will take the total to £1,072k or 62% of the original budget and 67% of the revised target.

Further expenditure which will be committed shortly includes:

- £97k for repointing
- £50k for footpaths
- £83k for the palliative care flat
- £53k for four bloc flat entrances
- £56 for car park provision

These expenditures will take the total to £1,411k (82% of original budget).

3.1.3 Revenue Budget 2021-22

At the last Board meeting held on 26th November 2020 it was agreed that a Finance sub group be established to look at savings that can be made to balance out the challenges due to the expected cut in the management fee from Leeds CC. The Finance sub is comprised of Leon Kirkham, Jean Burton, Iris Crummack, Paul Truswell and Sharafath Ghafiri.

The reduction amounts to over 2.5% of income and left a deficit of some £100k in the revenue budget for 2021-22.

The Finance group has met three times to date to discuss the budget. Staff have also been consulted and a number of suggestions were made. These have been considered by the Finance group.

Recommendation

The Board were asked to review and accept the above Revenue and Capital reports.

Approved.

3.2 Former Tenant Arrears Write off Proposal

The Board were presented with a report seeking approval to write off:-

- a) 17 accounts with a value of £8,978.81 for quarters 1 and 2 of financial year of 2019-20.
- b) A further approval of 20 accounts with a value of £25,521.25 is sought for the quarter 4 of financial year 2019-20 and quarters 1 and 2 of financial year 2020-21.

The total of these figures is £34,500.06.

Quarter 3 was notified by LCC and approved by Board in March 2020.

These accounts relate to Former Tenancy Arrears debts that have accrued since 2000. All appropriate recovery action has been exhausted in the recovery of these debts.

This request is for Belle Isle Tenant Management Organisation to write-off the stated amounts within the financial year 2020 - 2021.

In the first two quarters of financial year 2020-21, £17,188.49 of debt was recovered from the former tenants. The amount still owed by the former tenants as at the beginning quarter 3 of financial year 2020-21 is £174,479.

Quarters 1 and 2 of 2019-20

Please note that write off information for Quarters 1 and 2 of 2019-20 was not promptly provided although Quarter 3 write off of £8,194.85 was submitted to the Board for approval in March 2020.

Tables 1 & 2 below of Quarters 1 and 2 of 2019-20 provide details of the write-off analysed by reason and value bandings.

Recommendation

The Board is were asked to approve, under the terms of the Management Agreement with LCC, the book write-off of 20 rent accounts with a total value (over 5 quarters) of £34,500.

Approved.

3.3 LCC Anti-Social Behaviour Audit

The final audit report conducted by LCC internal audit team was presented to the Board. The results of the audit were as follows:-

Control Environment - Good

Compliance – Acceptable

Recommendation

The Board were asked to note the report and raise any queries.

Noted.

4. Any Other Business

1. Bits and Pieces Newsletter – old photographs

A Board member suggested that a request for old photographs of Belle Isle be made in the newsletter.

2. Advertise on Hoardings

The feasibility of advertising on hoardings in the area was discussed but this was not thought to be appropriate for the area.

3. Meeting Facilities in the GATE

A suggestion on using the GATE as a commercial meeting facility will be given consideration.

4. Christmas - Santa on the Estate Event

A board member reported that the event was very disappointing and that some children and families had been waiting for Santa at the planned locations but that Santa had just driven past.

The Chief Executive Officer apologised and explained that the event had been planned with the best of intentions and regrets that children were disappointed. But due to the current circumstances difficulties had been experienced due to the social distancing rules.

An apology will be printed in the Bits and Pieces Newsletter.

Date of Next Meeting: 25th March 2021 at 6.00pm

APPENDIX 2

Office signage



Sign A
240cm x 190cm



Sign B
230cm x 120cm



Sign E
165cm x 120cm

APPENDIX 3

ENVIRONMENTAL SUSTAINABILITY
POLICY

DRAFT



BELLE ISLE TENANT MANAGEMENT ORGANISATION (BITMO)

Environmental Sustainability Policy
Draft 2021

1. POLICY

This is the Environmental Sustainability Policy of Belle Isle TMO (BITMO).

BITMO manages the provision of council house services for over 1,800 homes in Leeds on behalf of the City Council. We are not-for-profit and the largest tenant management organisation outside of London.

2. POLICY STATEMENT

BITMO is committed to achieving enhanced environmental performance by striving to adopt green sustainable goals and enhance the environment in which our tenants and others live.

We want to protect the environment in and around Belle Isle estate and act as an exemplar for others to follow. We are committed to environmental sustainability by: saving energy, reducing waste, protecting and enhancing wildlife/biodiversity, preventing pollution, and cutting the amount of carbon and other emissions generated by our operations.

We will produce performance information monitor and review our performance in relation to this policy against key objectives.

The policy will be communicated to all employees, volunteers, tenants and stakeholders and will be made available to the public.

2. SCOPE & OBJECTIVES

The policy is intended to provide a framework for the setting and reviewing of environmental objectives and targets.

In order to achieve its environmental policy objective, BITMO will:

Objective	Description
1	<u>Follow best practice</u> Maintain environmental standards that meet or exceed legal requirements and integrate industry best practices into operations and services.
2	<u>Map our existing impact</u> Identify, quantify and prioritise the environmental impacts and opportunities associated with the organisation's activities. Establishing a baseline is essential for measuring success.
3	<u>Raise Awareness</u> Raise awareness of and encourage environmental sustainability with employees, volunteers, residents, stakeholders, contractors and partners; as well as understand their expectations.
4	<u>Improve our building stock</u> Improve the environmental quality of the buildings and landscapes within our remit. We will do this by promoting the use of environmentally acceptable

	materials and technology in the design, construction, operation and maintenance of operational activities where possible to do so.
5	<u>Enhance Green Areas</u> Enhancing biodiversity in green areas on the estate by planting trees, shrubs, bushes and flowers. Reducing and discouraging hardstanding where possible.
6	<u>Save energy</u> Reduce the amount of non-sustainable primary energy use, both within the organisation and by the housing stock on the estate; by means of more efficient usage, insulation, solar panels and other mechanisms. In doing so we will both protect the environment and protect the elderly and vulnerable against fuel poverty.
7	<u>Travel sustainably</u> Reduce the environmental impact of transport and travel and promote sustainable alternatives.
8	<u>Reduce, Reuse, Recycle</u> To reduce use of consumables and use environmentally sustainable products where possible. Recycling waste where possible and reduce landfill. Encouraging composting and reducing water waste.

Aspects and Impacts

BITMO has identified the following examples of potential impacts which will or may result from its service and operations if best environmental practise is not followed:

Aspect	Impact
Use of electricity & gas for housing stock and office	Air pollution & depletion of natural resources and contribution to climate change
Repairs and capital investment works on the estate. Use of natural resources e.g. building materials	Depletion of natural resources, Toxicity and contribution to climate change
Use of vehicles (at work and travelling to work)	Air pollution & depletion of natural resources and contribution to climate change
Potential of green spaces on the estate	Enhancing of air quality and quality of life for residents
Generation of waste which could be recycled	Pollution and depletion of natural resources
Hazardous waste generation	Pollution
Effect on wildlife/ biodiversity	Potential damage to, or enhancement of, habitats and biodiversity

Use of office consumables	Depletion of natural resources and contribution to climate change
Use of printed materials	Depletion of natural resources, Toxicity and contribution to climate change

A roadmap of planned actions will be followed to ensure that targets are SMART – Specific, Measurable, Agreed, Realistic and Timely.

The BITMO Management Team has responsibility for implementing the Policy and reaching objectives and targets set by the Environmental Sub-Committee of the Board. Regular reviews will be reported to the Board.

The BITMO Board is committed to this Policy and will review it every three years to ensure it remains fit for purpose

Author: HGF 4.2.21

BMT review: 2.3.21

Board sub-committee review: 3.3.21

Board adoption:

Next review date:

APPENDIX 4

ENVIRONMENTAL SUSTAINABILITY DRAFT ACTION PLAN

1. Best Practice			
Area	Guidelines	Actions	Target date
1 Housing Stock	Energy efficiency for social housing - Energy Saving Trust		
	The Energy Efficiency Standard for Social Housing (EESH) requires social housing providers to achieve SAP rating targets for specified house types by 2020, with new targets being set up to 2050.	Review required	May-21
	Social Housing White paper		
	The need to empower residents, to listen to residents' voices and to co-create solutions.	Consultation on programmes to insulate, apply solar panels, planting	Ongoing
	The Code for Sustainable Homes		
	The Code for Sustainable Homes (the Code) was introduced in England in April 2007 as a voluntary national standard to improve the overall sustainability of new homes by setting a single framework within which the home building industry can design and construct homes to higher environmental standards.	Review required	May-21
	1161997.pdf (publishing.service.gov.uk)		
	Other areas to be investigated:		
	Green design in social housing	(2021
	Insulation guidelines	(Research of industry s	2021
	Solar Panel industry standards	(2021
2 Green areas	Sustainability		
	A key consideration for the long term is sustainability - ensuring it is possible to provide good quality public green spaces, fit for the 21st Century, in the long term. There are several aspects to this theme including financial sustainability, workforce skills and site management plans.	Civic enterprise liaison and inclusion plan to be produced	Long term
	It will be beneficial to adopt a 'civic enterprise' approach - where BITMO becomes more enterprising; businesses and partners become more		
	Procurement and procedures		
	BITMO will take advice and services from LCC and the White Rose Forest project where possible.	Liaison with those organisations to ensure that best practice is taken onboard.	Feb-21
3 Office supplies	Use of FSC paper and other environmentally accredited products where practically possible.	Measurement of paper consumption for 2020-21	Feb-21
4 Waste management	Conform to industry best practice in the disposal of waste products.	Liaison with Skeltons Waste Management regarding	Feb-21

2. Baseline Data									
Area	Detail	Action	Target Date	RAG					
1	Housing Stock	HW took SAP readings for BITMO on 23 Feb:							
	BITMO will gather data for the baseline measurement of improvements to the amount of energy consumption on the estate and the type of energy generation used.	Keystone data:	Feb-21	A					
	This will primarily be conducted bu use of SAP ratings.	Average SAP Rating (SAP 9.92/9.93)							
	<ul style="list-style-type: none"> SAP is expressed on a scale of 1 to 100 	Rated 1991							
	<ul style="list-style-type: none"> The Standard Assessment Procedure (SAP) is the methodology used for the energy and environmental performance of dwellings. 	Not Rated 774							
	<ul style="list-style-type: none"> Generally the higher the number the better e.g. the higher the number the lower the running costs 	Average 70.53							
	<ul style="list-style-type: none"> CO2 Emission Rate can be used as an indicator, its used in an Environmental Impact Rating (EIR) 	Extrapolated Average Rating							
		Max Co2 11348.17							
		Average Co2 2521.18							
	Repair work on housing stock	Discussions with Mears about environmental measurement of works.	30.6.21	R					
2	Office premises								
	Measurement of energy use	Meter Readings to be taken for baseline data at 31 March:	31.3.21	A					
		Aberfield Gate							
		58 BIC							
		26 BIC							
		3 Winrose Grove							
		Broom Nook							
3	Travel								
	Measurement of travel	Travel to be measured:							
		Travel to work	30.4.21						
		Travel at work							
		Caretakers	31.5.21						
		Repairs	31.5.21	R					
		Retirement Life	31.5.21						
	Type of travel	Combustion v Electric comparison of savings	30.4.21						
4	Waste management								
	Skeltons	Measurement of Skip waste turnover	31.3.21	R					
	Recycling	Discussion with Skeltons	31.3.21	R					

3. Raising Awareness					
Area	Target	Activity	Target date	RAG	
1 Tenant Outreach Activity					
Garden Competition	Annual competition (sustainable cat)	Sustainable Category	Annual		G
Fruit Tree Planting	Tree planting in tenant gardens	Project underway Jan 2021	Annual		G
Supporting volunteer groups	Liaison and joint working with with vols		Periodic		A
Supporting wider ventures	Encouragement of contributions to ECO bricks and other environmental schemes.		Periodic		R
2 Website	Green agenda elements on website - including self help tips and blog.	Placement of at least one item per month.	Monthly		R
		Measurement of existing site user numbers and of numbers	Quarterly		R
3 Facebook	Green agenda posts on Facebook page	Target of one environmental post per month.	Monthly		R
4 LCC	Working with LCC staff to garner messaging and maximise impact of	Identification of correct staff contacts needed.	Ongoing		R
5 Contractors	Working with Mears and other contractors so that all parties are aware of, and encouraged to adopt,	To be advised through regular channels of communication eg PALS meetings	Ongoing		R

4. Improve Building Stock					
Area	Target	Activity	Target date	RAG	
1 Insulation	Stock condition survey work will include an element of thermal survey.	First 200 surveys commissioned on a rolling annual basis.	Annual		A
	Decisions taken as to what insulation may be required.	To follow required industry guidance	Annual		R
2 Solar Panels	Included in all re-roofing programmes where feasible.	First tranche of Mansard/Dutch roofs to include solar panels and storage batteries - built into procurement exercise.			G
3 Eco Homes	30 homes planned to be built on the estate by LCC	Need to ensure that new builds follow environmental best practice as far as possible in liaison with LCC.	2021-22		R
4 Heating systems	Investigate, in conjunction with LCC and others, alternative green systems for replacement of gas boiler systems which are recognised as having a limited number of years left of deployment.	Review to be instigated 2021 and report as soon as feasible.	2021		R

5. Enhance Green Areas					
Area	Target	Activity	Target date	RAG	
1 Tree Planting	Leeds City Council has recently committed to planting 50 hectares on its own land every year. The council intends to work in partnership with businesses, community groups and volunteers to				
	In order to make a meaningful contribution to this target, BITMO aims to plant some 250 trees annually, including 50 mature trees a year.	2019-20 Initial planting activity was undertaken in the 2019/20 planting season to plant saplings or whips on Belle Isle Circus.	Complete		G
		2020-21 Mapping of potential sites is underway and several prospective sites have been identified for initial planting of 5 symbolic mature trees, in order to initiate the programme.	31.3.21		A
		2021-22 BITMO aims to plant some 250 trees annually, including 50 mature trees a year.	31.3.21		R
2 Maintenance	To ensure that green areas on the estate are maintained in an environmentally friendly way.	Review of contract with LCC and Continental to ensure that environmental aspects of maintenance are maximised where possible.	Sep-21		R
3 Other biodiversity	To encourage bio-diversity by wilding areas and planting seeds where possible.	Review needed to identify suitable areas.	Sep-21		R

6. Save Energy					
Area	Target	Activity	Target date	RAG	
1 Insulation	To plan a schedule of insulation works on those properties indicated as requiring work by the annual stock condition survey programme.	200 properties to be surveyed per annum	2021-22 - phase 1		A
2 Solar Panels	To include solar panels in the re-roofing works undertaken as part of the annual capital works programme.	18 Mansard/Dutch roofs included in Phase 1.	2021-22 - phase 1		A
3 Eco Homes	To ensure that all new homes are built to an acceptable environmentally sustainable standard	Discussions with the LCC New Homes team to ensure that all best practice is followed as far as possible.	Jul-21		R
4 Heating systems	To ensure that heating systems planned for future years recognise the limited remaining life of gas boilers.	Discussions with LCC and other partners about adoption of green energy systems as soon as practically and economically possible.	Sep-21		R

7. Travel Sustainably				
Area	Target	Activity	Target date	RAG
1 Home Working	To assess the cost benefits of home working.	Review required.	Aug-21	R
2 Electric vehicles	To measure the feasibility of using electric vehicles and to maximise the use of electric vehicles where possible.	Review of fleet underway.	Aug-21	A
3 New ways of working	To explore new ways of working. Eg: Annual Home Visits becoming Annual Contact Visits	Review required.	Oct-21	R

8. Reduce, Reuse, Recycle				
Area	Target	Activity	Target date	RAG
1 Reduce the use of consumables	1. Paper			
	Reduce the internal use of paper by 50%, enabled by a move to electronic storage.	Covid lockdown restrictions on office working meant that the move to a paperless office has been accelerated.	31.3.22	A
	Reduce the external use of paper by moving hard copy newsletters etc to electronic versions for those that can access them.			A
	2. Plastics			
	To only order plastic products when no feasible alternative is available.	Plastic cups replaced by card cups in the water coolers 2019.	2019	G
		Decision taken by Board to remove all water cooler stations.	2021	G
2 Reuse consumables	Move away from single use items for events (cups, plates, tablecloths etc.)	Events to use long life utensils and materials.	2021-22	A
3 Recycle consumables	To ensure that all office waste is disposed of in as environmentally friendly way as possible.	Discussions underway with primary waste contractor (Skeltons) to ensure that waste is recycled as far as possible	2021-22	R

APPENDIX 5

Retirement Life Review 2020-21

RETIREMENT LIFE SERVICES REPORT

2020-21 (March 2021)

This report – aims and sections

This report compiled by The Tenancy Support Manager covers BITMO's Retirement Life Schemes and aims to

- Provide an ongoing update on the service
- Review working practices and policies
- Provide an ongoing action plan for service development and improvement

This report contains the following sections;

1. Information about the service (Web based and printed)
2. Lettings and allocations (Processes and numbers)
3. Key policies
4. Risk assessments (How and why these are done)
5. Support planning (Review of this process)
6. Home visits (Process, targets and achieved)
7. Communal facilities (Current programme)
8. Positive outcomes (Personal stories – anonymised)
9. Resident involvement (Schedule of meetings – key issues)
10. Feedback

Information about the Service

Information about the Retirement Life service can be found on the BITMO website and in the Sheltered Housing Handbook.

Lettings and Allocations

Lettings Figures for Retirement Life services - April 2020 to March 2021

Type	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021
1 Bed Flats	0	1	0	0	0	1	1	1	1	1	1	1
1 Bed Bungalows	0	0	1	0	1	0	1	0	1	0	0	0
Total	0	1	1	0	1	1	2	1	2	1	1	1

Tenancy Terminations & Reasons for Termination for April 2020 – March 2021

Termination Reasons	April 2020	May 2020	June 2020	July 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	March 2021
Death of Tenant	0	1	0	0	1	0	0	0	1	1	0	0
Admitted to Care Home	0	0	0	0	0	0	1	1	0	0	0	1
Internal Transfer	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Other area	0	0	0	0	0	0	1	0	0	0	0	0
Live with family or friends	0	0	1	0	0	1	0	0	1	0	1	0
Rehoused by Housing Association	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	1	0	1	1	2	1	2	1	1	1

Key Policies

During December 2018 a group of Board Members got together with the Lettings, Tenant & Supported Services Manager and 2 Warden's to review the Sheltered Services Policies & Procedures. The following policies were reviewed:-

Professional Boundaries – No Change

Service Standards & Working Practices – No Change

Lone Worker Policy – No Change

Assessing Needs & Risk Assessment – No Change

Needs & Risk Assessment Form – No Change

Communal Room/Laundry Room Policy – No Change

Communal Room Booking Form – A Board member requested that another point be added under Conditions of Use which would be that children should not be able to run around the grounds of the complex as there could be residents in bed or ill.

Policy for Key Holders & Booking of Communal Rooms – No Change

Registered Key Holder Form – No Change

Non Sheltered Housing Residents Registration Form – No Change

Support File Policy & Procedures – No Change

Safeguarding

The key policies will be reviewed as required.

Risk Assessments

A Needs and Risk Assessment should be undertaken with an applicant prior to an offer of sheltered accommodation. The reason for this is to help identify that sheltered housing is the most appropriate type of housing for the applicant and if so will help to determine what care packages need to be put in place by identifying for example whether there are any mental health issues, substance and/or alcohol abuse issues. The Needs and Risk Assessment is carried out by the warden usually at the applicants' home. Applicants are contacted by phone in the first instance or by letter if required.

Support File

The support file is divided into 4 sections:

- Resident Core Information
- Support File Summary
- Support File Updates
- Outcome Form

Section 1 - Resident Core Information – Personal Information

This section contains all of the residents' personal details and must be completed within one week of a new tenant moving into a sheltered property.

The resident information sheet needs to be reviewed on a six monthly basis to ensure that all the information is up to date or prior if you know or the tenant advises that there has been a change in any of the information.

Section 2 - Support File Summary

There are 6 headings in the Summary Section, and all must be completed over the first 56 days of the resident moving into a property, this should include the recording of any actions taken in relation to the information gathered and a risk rating of low/medium or high given.

Section 3 – Support File Updates

This section is used to log notes, issues, events, concerns relating to the tenant and should be completed at anytime that is needed.

Section 4 – Outcome Form

This form is completed when there is a positive outcome for the tenant.

Support File Six Month Reviews

During the 12 month period April 20 March 2021 all residents have had their support plans reviewed, these were telephone based due to Covid and any changes were updated and actioned as required. Residents know that they can request a review at any time in between if they feel they need additional support. Due to the close relationship the wardens have with our residents they very quickly pick up on any changes in their behaviour and wellbeing and will reassess their needs or signpost to other organisations if necessary.

Home Visits

From 1st June 2009 a choice of contact was introduced to all Retirement Life customers living in LCC Category 2 Sheltered accommodation. The service allows for a variety of types of contact i.e. daily

visits, occasional contact, phone call, text, email or the customer can choose to decline contact. Extra contact can be made in the event of a sheltered customer being ill or particularly vulnerable. The choice is the customers own, to suit their lifestyle.

The warden has a tick sheet with details of the customer and what type of visit is required and will record each contact on the tick sheet.

During this period all contacts have been made by phone except for four residents who we continued with doorsteps visits due to their vulnerabilities.

Communal Facilities

Communal Rooms

There are three Retirement Life Communal Rooms on Belle Isle Circus and one at Broom Nook. These facilities are provided for the use and enjoyment of all Retirement Life customers including their invited guests.

Retirement Life staff actively encourage social activities within the communal rooms. Activities include bingo sessions and coffee mornings. Retirement Life customers are encouraged to initiate activities with the assistance of the Wardens. Wherever possible assistance is offered for those Retirement Life customers who wish to attend but require assistance in order to participate.

Where possible, activities are opened up to other older people living in the wider community and are welcomed to join in any activities taking place.

Programme of Events – Prior to COVID

Broom Nook – Mondays, Tuesdays & Wednesdays
58 Belle Isle Circus – Tuesday and Thursdays & Friday evenings
26 Belle Isle Circus – Tuesday

Private Use

The private use of a communal room by a Retirement Life customers is acceptable for special occasions. Common requests include birthday parties and funeral services. If all Retirement Life customers are invited this is not regarded as a private use – **the communal rooms have been closed during this period.**

Laundry Facilities

There are laundry facilities located in all communal rooms. The washer and dryer machines are provided for Retirement Life customers use only but may be used on their behalf by relatives or carers.

Throughout this period the laundry facilities have remained open.

Positive Outcomes

Throughout the pandemic our team have continued to support all our residents over the phone and in a small number of cases through continued doorstep visits.

Through working closely with the GATE and the initiatives they had access to we were able to provide one resident with a mobile phone, meaning that they were contactable and therefore not requiring a face to face visit but more importantly they are able to contact us if they have any issues.

Whilst we have not been able to open up the communal rooms and carry out the regular activities it has given us an opportunity to rethink how we will meet the needs of our residents going forward and to look at other activities which we would like to introduce to make it a more inclusive and diverse proposition.

Following a poll of residents we will be looking to introduce a more structured timetable of events including, coffee mornings, bingo, walking group and knit and natter. We will also be promoting and encouraging residents to become more involved in GATE activities that may be of interest to them.

Sadly in the last 12 months we have lost a number of Retirement Life residents and residents on the estate who we gave Outreach support to. However, through close team working we now have 6 BITMO residents receiving Outreach support who are contacted regularly.

We have also contacted all Retirement Life residents and asked if they would like a key safe and have installed these where required. This gives family members peace of mind and is invaluable if we need to gain access in an emergency.

During a very small window of time we were able to organise two outdoor coffee mornings, one at Broom Nook and another at Belle Isle Circus, where it was nice to meet up and enjoy the sunshine, coffee and conversation with a small group of residents. The feedback received was positive and we look forward to holding other events in the future as and when we can.

Resident Involvement

Residents meetings are held on a quarterly basis:-

Broom Nook

Date	Time
Wednesday 15 th January 2020	10:30 – 11:30
Wednesday 15 th April 2020	10:30 – 11:30 – CANCELLED DUE TO COVID 19
Wednesday 15 th July 2020	10:30 – 11:30 – CANCELLED DUE TO COVID 19
Wednesday 14 th October 2020	10:30 – 11:30 - CANCELLED DUE TO COVID 19

26 and 58 Belle Isle Circus (Meeting to be held in 58 Centre)

Date	Time
Wednesday 15 th January 2020	13:00 – 14:00
Wednesday 15 th April 2020	13:00 – 14:00 CANCELLED DUE TO COVID 19
Wednesday 15 th July 2020	13:00 – 14:00 CANCELLED DUE TO COVID 19
Wednesday 14 th October 2020	13:00 – 14:00 CANCELLED DUE TO COVID 19

The key issues for these meetings are focused on Safeguarding, Health & Safety and Future Events giving the residents an opportunity to put their ideas and concerns forward to BITMO Retirement Life Staff.

Unfortunately due to the COVID 19 restrictions we were unable to carry out the face to face Retirement Life Resident meetings during the last 12 months.

In place of these a letter was sent out to all residents with advice and information regarding what we (BITMO) were doing in terms of supporting residents. This included a survey asking residents what activities they would like to see happening once we are in a position to open up the communal centres, highlighting and making them aware of scams that were being targeted towards vulnerable people as

well as reminding residents of our contact details and what wider support was available due to the pandemic.

In February, Retirement Life residents were contacted by LCC to take part in a consultation to introduce charges towards the maintenance of the communal facilities. This would apply to all Retirement Life residents who have access to the laundry and communal facilities but does not include the residents on Broom Mount or the Newhall's. As a result we are looking at options to ensure that there is adequate capacity for those residents wishing to use the laundry facilities as well as increasing the number of activities within the communal rooms to encourage higher attendance.

Residents Feedback

Face to face contact made with Retirement Life residents asking them the quality of service that is provided to them, the feedback is detailed below.

Due to the COVID 19 situation we were unable to speak face to face with residents but have provided feedback from the regular calls we are making at this time.

All the residents we speak to including those that under normal circumstances would not have a regular call or visit have really appreciated the phone calls from the Retirement Life wardens.

Many have said that without these calls they don't know how they would have managed to get through the last 12 months but cannot wait to be able to catch up with the wardens face to face and get back in to the centres.

Many of them look forward to the calls as it breaks up the day, particularly for those that cannot go out due to shielding.

Obviously the novelty of staying at home is starting to wear thin and as a result of the stay at home order many residents have seen a dip in their mental wellbeing. The team have continued in what has been challenging circumstances to chivvy them along and try to raise their spirits and in the majority of cases this has kept our residents going.

A number of residents who previously did not have a visit or call have asked if regular contact can continue when this is all over.