



**BELLE ISLE TENANT MANAGEMENT
ORGANISATION**

CONFERENCE CALL BOARD MEETING

AGENDA AND PAPERS

THURSDAY 3rd SEPTEMBER 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.

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 3rd September 2020
via Skype/phone

***WOULD BOARD MEMBERS PLEASE PASS ANY ITEMS FOR 'ANY OTHER BUSINESS' TO THE CHAIR
BEFORE THE DAY OF THE MEETING***

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

Part A – Public Agenda Items

- Apologies
 - Questions from the public (via phone or email beforehand)
 - Issues raised by Board members for the agenda
1. Minutes and Matters Arising – *Page 5 & Appendix 1 (Page 21)*
 - Board Minutes – 30th July 2020
 2. Operational Report – *Page 7 & Appendix 2 (Page 41)*
 3. Board Forward Plan & Annual General Meeting 2020 - *Page 10*
 4. Reports and Financial Statements 2019-20 (Separately Enclosed) – *Page 12 & Appendix 3 (Page 45)*
 5. Scheduled Report Updates
 - (i) Financial Update – *Page 13*
 - (ii) Performance Review – *Page 17 & Appendix 4 (Page 49)*
 - (iii) Risk Register Review – *Page 17*
 - (iv) GATE Update – *Page 18.*
 6. Any Other Business - *Page 19*
 - Customer service operational times Xmas 2020

Part B – Confidential items

None

Part A – Public Agenda Items

- **Apologies:** To be reported at the meeting.
- **Questions from the Public:** All BITMO Board meetings are normally open to the public, but this is not in effect for the current meeting, due to Covid19
- **Issues raised by Board members:** If Board members have issues that they wish to raise that are not included on the agenda these should be discussed with the Chair **before** the meeting starts.

1. Minutes and Matters Arising

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

Board meeting 30th July 2020

Item	Update
Staff restructure	New staff appointed. Action: Implementation due by 7 September 2020.
Business Continuity	Action: Plan for re-opening of services detailed in CEO Report.
Potential office reconfiguration.	Draft design and estimated costs received. Action: Due to go for tender.
Lease on Aberfield Gate	Final copy received. Insurance in place. Action: Exchange due 1 st September 2020 or shortly thereafter.
Telephone answering.	Interim measures introduced whilst awaiting the induction of new counter staff.
Main contractor procurement	Regular meetings continue with LCC procurement team and process is on target – first target date 9 th September.
Structural programme for timber framed properties.	The works this financial year extend to the gable repairs only with the plan to return to the external wall insulation works next financial year. Cost estimates received. Action: Priority to remove scaffolding for health and safety reasons. New structural engineer report awaited. The work may need to go straight to main contractor to expedite actions.

Mansard Roofing project	Fortnightly updates from NPS on project design. Action: NPS to sample roof spaces in two weeks commencing 28/8/20.
Adaptive Flat Project	Design and estimated costs received from NPS. Action: Due to go for tender.
Brooms parking	Tenants were written to in order to outline the difficulties encountered with the parking scheme and inform them that scheme would not continue at present. Action: NPS to provide fee quote for design with established works budget of £30k. Assurances that this will be received by 4 Sept.

Recommendation

The Board are requested to NOTE the matters arising updates

2. CEO Operational Report

2.1 Introduction

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

2.2 Annual General Meeting

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

2.3 Performance

(i) Rents

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

(ii) Lettings

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

(iii) Annual Home Visits

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

(iv) ASB

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

(v) Planned Maintenance

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

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

(vi) Responsive Repairs

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

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

2.4 Staff changes

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

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

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

2.5 Policy reviews

BMT have reviewed the following policies:

- The BITMO lettable standard
- The Staff Handbook

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

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

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

2.6 Health and Safety

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

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

2.7 Property Condition

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

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

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

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

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

2.8 Remobilisation

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

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

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

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

Recommendation for Approval

The Board are requested to NOTE the above matters.

3. Board Meetings Forward Plan & AGM 2020

3.1 Meetings schedule – period to AGM 2020

All at 6pm at Aberfield Gate unless notified otherwise.

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

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

* Reporting frequency under review.

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

Recommendations for Approval;

- Board members are asked to note the timetable for Board and AGM meetings above.

3.2. Annual General Meeting

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

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

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

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

- Gerry Morrison, Rollits solicitors, Hull and York

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

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

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

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

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

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

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

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

The draft Agenda is given below

- 1. Welcome and Introduction**
- 2. Procedures for the AGM**
- 3. Minutes and Matters Arising from the 2019 AGM**
- 4. CEO report**
- 5. Reports & Financial Statements 2019/20**
Audited Accounts 2019/20 – with remote attendance by Beever and Struthers (External Statutory Auditors)
- 6. Election of Tenant Board Members**
Nominations have been received from the following tenant Shareholders:-
- 7. Appointment of Auditor**
- 8. Arrangements for the first meeting of the new Board**
Provisionally: Thursday 1st October 2020 (To Be Confirmed)

Recommendation:

The Board are requested to note the above and to suggest any amendments.

4. Reports and Financial Statements 2019-20

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

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

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

Recommendation for Approval:

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

5. Scheduled Report Updates

5.1 Financial Update

5.1.1 Revenue Accounts

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

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

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

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

Management Accounts for the Four Months to 31st July 2020

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

Summary

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

Variances explained

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

Responsive repairs

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

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

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

2. Repairs by other contractors are underspent by £13.7k, the main underspent on repairs by other contractors are: Day to day repairs which are underspent by £4,1k, Forestry which is underspent by £1.8k and Asbestos Testing which is £3.8k less spent compared to the budget.

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

Staff Cost

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

Planned Maintenance

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

Aberfield Gate including BITMO's GATE

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

5.1.2 Capital Accounts

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

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

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

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

In short:

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

Recommendation

Board is asked to note the above report.

5.2 Performance Grid

Key Performance Indicators for the Quarter to 30th June 2020 are detailed in Appendix 4.

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

Recommendation

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

5.3 Risk Register

The Risk Register is divided into Strategic and Operational risks.

The Strategic Risk register comprises:

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

Operational risk areas are divided into:

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

The high risk areas at present may be summarised as:

- Potential health and safety and business continuity issues re Covid-19. Services have continued as far as possible and such risks are mitigated by detailed protection and remobilisation plans which have been put in place.

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

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

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

Recommendation

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

5.4 GATE Update

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

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

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

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

Recommendation

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

6. Any Other Business

6.1 Opening times Xmas 2020

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

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

Recommendation

The Board are requested to agree Xmas opening times.

APPENDIX 1

BOARD MINUTES 30th July 2020

FULL BOARD
Minutes of a Teleconference Meeting
held on
Thursday 30th July 2020

Present: Leon Kirkham (Chair)
Jean Burton
Lisa Caley
Cllr Judith Blake
Cllr Paul Truswell
Iris Crummack
Julie Rhodes
Tracey Morris
Mary Thompson

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

PART A – General Agenda Items

Apologies

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

Issues raised by Board Members for the Agenda

There were no issues raised.

1. Minutes and Matters Arising

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

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

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

Recommendation

The Board were requested to ACCEPT the notes and NOTE the matters arising.

Accepted and Noted

2. CEO Operational Report

The Chief Executive officer presented the CEO Operational Report.

The following items from the report were highlighted:-

Performance

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

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

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

Summary of Q1 performance

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

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

BITMO KPI Headline Summary Q1 2020-21					
Key Performance Indicator	LCC actual	BITMO Target	2019-20	2020-21	Notes
All homes have a current gas safety certificate (Saves KPI)	99.15%	100.00%	99.44%	99.73%	1
Percentage of rent collected	94.53%	97.50%	95.66%	94.36%	2
Percentage of rent owed	3.91%	2.20%	4.08%	4.41%	3
Amount of rent owed	£8,227,966	£164,008	£282,744	£312,979	4
(RR1) Repairs done right first time	92.55%	90%	97.35%	96.47%	5
(RR2) Repairs completed within target time	67.29%	99%	98.73%	82.94%	6
Repairs - Customer satisfaction	BITMO specific	97.00%	100.00%	100%	7
Time taken to relet empty properties - Gross Relet	29.59	28	26.69	TBA	8
Percentage of properties untenanted	1.27	1.10%	0.57%	0.69%	9

	Comments
1	Slightly below target but higher than year end result and LCC figures.
2	Steady increase in percentage of rent collected over the quarter (90% Apr, 92% May). BITMO was ranked 14th out of 24 across LCC as at 30th June 2020.
3	Linked to rent collection percentage e.g. the gradual increase in rent collected see's the reduction in the percentage of rent owed, when expressed by a percent of annual debt.
4	Linked to both rent collected and owed, the amount has been declining over the period in monetary terms despite not being on target or equal to year end figure.
5	Remains higher than the city and above target, considering the current climate and operational activities or working environment.
6	Challenges in accessing properties due to Covid19, but results favourable to LCC overall.
7	No surveys on the pda were carried out due to covid, only essentials and emergencies were carried out up until the start of July, this has now resumed.
8	LCC to confirm discount policy re Covid19 lockdown.
9	13 untenanted properties as at the end of Q1, taken from HMA6 statistics percentage derived from property count of 1875.

BITMO Office layout

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

Organisational structure

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

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

RAMP (Repairs and Maintenance Procurement)

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

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

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

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

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

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

The Chair asked for a breakdown of the costs.

Continuous Improvement

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

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

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

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

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

BITMO Logo

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

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

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

Policy Review

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

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

Information Governance	DSE User Policy
Tendering Policy	Annual Leave
Whistleblowing Policy	Recruitment and Selection
Financial Procedures	Contract Procedure rules
Reserves Policy	Lettable standard
Alcohol & Drugs Misuse Policy	Staff Handbook

Remobilisation

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

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

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

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

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

Recommendations

The Board were requested to:-

- Note the contents of the CEO report.

Noted.

- Note the Remobilisation plans being made.

Noted

- Approve the use of a new logo

Approved

3. Board Strategy and Forward Plan

3.1 Meeting schedule

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

Recommendations for Approval;

- Board members were asked to note the timetable provided for Board and AGM meetings.

Noted.

3.2 Annual General Meeting

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

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

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

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

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

An advert for independent Board members will be placed shortly.

Recommendation:

The Board are requested to note the current status of the arrangements for the AGM and suggest any amendments and to consider whether a speaker is required for the event.

Noted.

The Chair requested that legal advice regarding the Annual General Meeting be obtained as a matter of urgency and to seek a view from Leeds City Council.

4. Draft Reports and Financial Statements 2019-20

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

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

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

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

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

Recommendation for Approval:

The Board were requested to accept the report and to review and approve;

- The Draft Reports and Financial Statements for the Year Ended 31 March 2019, subject to any agreed amendments by the Board and a full audit conclusion being obtained from Beever & Struthers.

Approved

- The requested Letter of Representation to Beever & Struthers.

Approved

5. Scheduled Report Updates

5.1 Financial Update

5.1.1 Revenue Accounts

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

		2019-20	2018-19	Variance
		£	£	£
Income				
Management fee		3,048,360	3,024,660	23,700
Sheltered accommodation		72,590	71,170	1,420
Performance incentive payment		24,701	28,338	(3,637)
Welfare Reform Contribution		74,800	73,330	1,470
Capital Schemes staff cost cont		35,240	32,618	2,622
HAP Grant		3,918	14,782	(10,864)
Other income		5,250	3,659	1,592
Income before bank interest		3,264,859	3,248,557	16,303
Bank Interest		2,188	1,377	811
Total Income		3,267,048	3,249,934	17,114
Expenditure				
Staff costs				
Payroll costs		1,214,035	1,371,572	157,537
Travel and subsistence		4,202	3,787	(415)
Essential user lump sum payment		963	1,101	138
Training, development and conf		15,568	4,341	(11,227)
Other staff costs		7,795	6,348	(1,446)
		1,242,563	1,387,150	144,587
Running costs				
Running costs		157,024	176,434	19,410
Other hired and contracted serv		179,774	41,526	(138,247)
		336,798	217,960	(118,837)
Repairs				
Planned repairs		350,059	407,840	57,781
Responsive repairs		977,640	940,010	(37,630)
HAP Grant		3,918	14,782	10,864
Contribution to Capital Schemes		-	-	
Decoration vouchers		1,191	1,292	101
Service level agreements		85,329	97,526	12,197
		1,418,138	1,461,450	43,312
Other costs				
Sheltered housing-staff costs		63,706	62,179	(1,527)
Sheltered housing-other expend		10,295	12,557	2,262
Other flats		6,496	6,655	158
BITMO's Gate running costs		32,297	27,546	(4,751)
		112,794	108,936	(3,858)
Total expenditure		3,110,293	3,175,497	65,204
Surplus/(Deficit)		156,755	74,437	82,318

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

Summary

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

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

B. Management accounts for the Quarter to 30 June 2020

The Head of Governance and Finance summarised the financial performance in the first quarter of current financial year from 1st April 2020 to 30th June 2020.

Surplus of income over expenditure in the first quarter of the current financial year is just over £140k.

The main area of underspend is in Responsive Repairs which are £170k less than budgeted.

There is a significant reduction in repair costs which was anticipated due to the Covid19 pandemic.

Expenditure	Full Year Budget £	Year to Date Budget £	Actual Spend £	Variance
Responsive Repairs – All costs relating to day to day repairs including caretakers' work on voids	1,283,806	311,717	141,599	170,118
Staffing – Housing Staff- All staffing costs relating to delivery of housing services (Rents, Relets, Repairs, Finance, Gate)	1,019,895	249,129	289,696	(40,568)
Planned Maintenance – All planned maintenance costs including caretakers' environmental work and Three Storey Flats	519,167	162,679	155,790	6,890
Aberfield Gate – All costs relating to BITMO's day to day operation and the GATE	292,115	55,722	49,443	6,278
Service Level Agreements – All costs relating to service agreements	58,881	14,720	14,720	0
Sheltered Housing – All costs relating to the delivery of Sheltered Housing services (Wardens)	78,869	19,717	19,342	376
Total Expenditure	3,252,732	813,684	600,473	143,094
Income				
Management Fee, Sheltered Fee, Incentive Payments, Bank Interest	3,254,644	810,536	811,147	611
Operating Surplus/(Deficit)	1,912	(3,148)	140,556.53	143,705

Recommendation

Board members were asked to Accept the Finance Report and raise any queries.

No Questions were raised.

Accepted.

5.1.2 Capital Accounts

Capital accounts for the Quarter to 30 June 2020

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

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

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

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

Scheme Title	2020/21 Original Cap Programme £000	2019/20 Old Year Accruals Not Yet Paid £000's	2019/20 Actuals and Commitments £000's
Old Year Schemes			
BITMO Parent scheme	19.9	0.0	0.0
19/20 REACTIVE BOILER REPLACEMENT	7.1	0.0	0.7
19/20 PARKING PROVISION	26.3	0.0	0.0
19/20 EXTERNAL GRP DOORS	11.9	0.0	0.0
19/20 WORKS TO TENANTED PROPERTIES	0.0	(12.4)	4.1
19/20 ADAPTATIONS	0.0	(14.9)	2.7
19/20 MISC DECENCY FAILURES	0.0	(46.8)	0.0
19/20 RE-ROOFING OF OUTBUILDINGS	0.0	(15.5)	(0.0)
19/20 ENTRANCE CANOPIES	0.0	(78.1)	0.0
19/20 PLANNED ASBESTOS	0.0	(1.0)	(0.0)
19/20 BITMO VOID REFURBS	0.0	0.0	16.3
Old Year Schemes Subtotal	65.2	(168.7)	23.7
New Year Schemes			
2020/21 Reactive Boiler Replacement	81.0	0.0	18.3
20/21 Planned Boiler Reps	165.0	0.0	0.0
20/21 Re-Roofing Of Slate Properties	200.0	0.0	0.0
20/21 Other Roofs	100.0	0.0	0.0
2020/21 Timber Framed Properties	200.0	0.0	0.0
20/21 Four Flat Blocks Entrances	48.0	0.0	0.0
20/21 Re-Roofing Of Outbuildings	40.0	0.0	0.0
20/21 Reactive Electric Upgrades	15.0	0.0	0.0
20/21 Works To Tenanted Properties	105.0	0.0	16.3
20/21 Three Storey Blocks	300.0	0.0	0.0
20/21 Adaptations	120.0	0.0	6.6
20/21 Misc Decency Failures	50.0	0.0	6.1
20/20 Public Footpath Renewal	50.0	0.0	0.0
20/21 Parking Provision	30.0	0.0	0.0
20/21 Water Supplies - Houses	56.0	0.0	0.0
20/21 External Grp Doors	20.0	0.0	0.0
20/21 Planned Asbestos	35.0	0.0	0.1
20/21 Air Conditioning	5.0	0.0	0.0
20/21 Bitmo Void Refurbs	100.0	0.0	0.0
New Year Schemes Subtotal	1,720.0	0.0	47.4
Total HL Planned Capital Programme	1,785.2	(168.7)	71.1

Recommendation

Board were asked to note the report on Capital Accounts.

Noted.

5.2 Delegated Authorities

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

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

Recommendation

Board is asked to Approve the amendments to Delegated Authorities.

Approved.

5.3 Health and Safety Report

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

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

BITMO remains fully compliant with Health and Safety Legislation.

Recommendation for Approval;

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

Approved and Signed off

5.4 Gate Update

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

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

Recommendation

The Board were requested to note and approve the Gate Update report.

Noted and Approved.

5.5 Policies Update

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

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

Recommendation

The Board were requested to note and approve the Policies Update report.

Noted and Approved.

6. Any Other business

6.1 HAP application – Clapgate School

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

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

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

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

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

Recommendation

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

Approved.

6.2 HAP application – LCC Parks & Countryside

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

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

Recommendation

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

Approved.

6.3 Resignation of Board Member – Ian Liptrot

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

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

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

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

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

APPENDIX 2

BOARD NOMINATION FORM



BELLE ISLE TENANT MANAGEMENT ORGANISATION

Aberfield Gate

Belle Isle

Leeds

LS10 3QH

GUIDANCE ON NOMINATIONS TO THE BOARD

All shareholders of Belle Isle TMO are eligible for nomination to be elected to the Board at the AGM

If you wish to be nominated for election to the Board at the AGM you need to;

1. Be an existing shareholder
2. Secure nomination from another, existing shareholder
3. Complete the nomination form
4. Return the nomination form by the required deadline

Further advice, guidance or information on the nomination process can be sought from;

Deborah Kelly
Chief Executive Officer
Belle Isle TMO
Aberfield Gate
Belle Isle
Leeds
LS10 3QH

Tel: 0113 378 2182

Deborah.kelly2@belleisletmo.co.uk



NOMINATION FORM

PART 1: ABOUT THE PERSON NOMINATED

I wish to nominate the following individual for election to the Board of Belle Isle Tenant Management Organisation (BITMO):

NAME OF THE PERSON I WISH TO NOMINATE.....

ADDRESS.....

TELEPHONE NUMBER

I the undersigned agree to accept this nomination for election to the Board of BITMO at the forthcoming AGM

SIGNED.....

SHAREHOLDER NUMBER.....

DATE.....

PART 2: ABOUT THE PERSON NOMINATING

NAME OF PERSON NOMINATING.....

ADDRESS

TELEPHONE

SIGNED.....

SHAREHOLDER NUMBER.....

DATE.....

This form should be returned to BITMO (Address above) no later than 4pm on Thursday 10th September 2020. Returned forms should be marked for the attention of Deborah Kelly (Chief Executive Officer/Company Secretary)

APPENDIX 3

Audit Letter of Representation

Beever and Struthers
Chartered Accountants
St George's House
215 – 219 Chester Road
Manchester
M15 4JE

Date:

Dear Sirs

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

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

1. We are responsible for the preparation of financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), the Co-operative and the Community Benefit Societies Act 2014, which give a true and fair view of the financial position of the Society as of 31 March 2020 and of the results of its operations and its cash flows for the year then ended and for making accurate representations to you.
2. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
3. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.
4. We have disclosed all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements and these have been disclosed in accordance with the requirements of accounting standards.
5. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of accounting standards.
6. All events since the balance sheet date which require disclosure or which would materially affect the amounts in the financial statements have been adjusted or disclosed in the financial statements.
7. We confirm that the financial statements are free of material misstatements, including omissions. All misstatements identified during the audit were corrected.

8. We confirm that, having considered our expectations and intentions for the next twelve months, including the potential impact of COVID-19, and the availability of working capital, the Society is a going concern. We confirm that the disclosures in the accounting policies are an accurate reflection of the reasons for our consideration that the financial statements should be drawn up on a going concern basis.
9. We confirm that we have considered the potential impact of COVID-19 on the Society and the associated risks created by the pandemic. We confirm that the disclosures in the financial statements are an accurate and complete reflection of our assessment based on the current situation at the date of this letter.
10. All accounting records and relevant information have been made available to you for the purpose of your audit. We have provided to you all other information requested and given unrestricted access to persons within the entity from whom you have deemed it necessary to obtain audit evidence / request information. All other records and related information including minutes of all management and board meetings have been made available to you.
11. All transactions undertaken by the Society have been properly reflected in the accounting records and are reflected in the financial statements.
12. We acknowledge our responsibility for the design, implementation and maintenance of controls to prevent and detect fraud. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
13. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves management or employees who have significant roles in internal control, or others, where fraud could have a material effect on the financial statements.
14. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
15. We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the Society conducts its business and which could affect the financial statements. The Society has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance.
16. We confirm that we have disclosed to you the identity of the Society's related parties and all related party relationships and transactions relevant to the Society that we are aware of.
17. The Society has satisfactory title to all assets, and there are no liens or encumbrances on the assets except for those disclosed in the financial statements.
18. There are no liabilities, contingent liabilities or guarantees to third parties other than those disclosed in the financial statements.
19. The Society has at no time during the year entered into any arrangement, transaction or agreement to provide credit facilities (including loans, quasi loans or credit transactions) for Board members, nor to guarantee or provide security for such matters, except as disclosed in the financial statements.

We confirm to the best of our knowledge and belief that the above representations are made on the basis of enquiries of management and staff with relevant knowledge and experience and, where appropriate, of

inspection of supporting documentation sufficient to satisfy ourselves that we can properly make each of the above representations to you.

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

Yours faithfully

Signed on behalf of the Board by:

.....(Signature)

.....(Position)

.....(Date)

APPENDIX 4

KEY PERFORMANCE INDICATORS

BITMO KPI Headline Summary Q1 2020-21

Key Performance Indicator	LCC actual	BITMO Target	2019-20	2020-21 Q1	Comments
Variance from total budget	N/A	2020-21 £2k budget	142k positive variance	140k positive variance	Quarter to 30 June severely affected by Covid-19 lockdown for responsive repairs.
Staff attendance - sick absence	8.5(18/19) 9.75 (12m to 30.9.19)	9	15.67(days)	2.12(days)	April to June 2020, days lost per FTE: 0.53 pro rate x4 2.12 days
Properties meeting decency (Data under review)	93.98%	95.00%	99.89%	?	
All homes have a current gas safety certificate (Saves KPI)	99.15%	100.00%	99.44%	99.73%	1864/1874 Slightly below target but higher than year end result and LCC figures
All homes have a current electric periodic inspection certificate (PMS KPI)	BITMO specific	98.78%	90.66%	TBC	Testing program has not started this year due to pandemic similar to last years figure. testing due to start in July
Fire Safety inspections to communal areas	BITMO specific	100%	100%	100%	All inspections are up to date
Major and minor adaptations completed within target timescales	BITMO specific	95.00%	93.98%	N/A	This metric is no longer to be used
Capital investment programme completed (100% for the year)	BITMO specific	100.00%	97.10%	2.80%	Capital schemes for Q1 are 2.8% spent and committed (£47.4k of £1,720k)
Percentage of rent collected	94.53%	97.50%	95.66%	94.36%	Steady increase in percentage of rent collected over period, below target and year end but comparable to LCC. Subsequently BITMO has achieved top of the ranking table for rent collection across the city in week 18.
Percentage of rent owed	3.91%	2.20%	4.08%	4.41%	Rent collected/% Period: High - £339,222.37 (4.78%) Low - £282,743.77 (4.08%)
Amount of rent owed	£8,227,966	£164,008	£282,744	£312,979	Linked to both rent collected and owed, the amount has been declining over the period in monetary terms despite not being on target or equal to year end figure. Subsequent arrears for week 18 was £273k.
Additional income generated for tenants (cumulative)	BITMO specific	Minimum £20k	£37k	17k	Higher for the quarter in comparison with last year due to additional grants being applied for specifically to support people due to covid.
(RR1) Repairs done right first time	92.55%	90%	97.35%	96.47%	Remains higher than the city and above target. 207 orders raised 202 completed within target.
(RR2) Repairs completed within target time	67.29%	99%	98.73%	82.94%	Given the difficulties and challenges in accessing properties during Covid the decline is not unexpected. Not on target or equal to year end but higher than City who have faced the same issues albeit on a larger scale.
Repairs - Customer satisfaction	BITMO specific	97.00%	100.00%	N/A	No surveys were carried out due to covid. Only essentials and emergencies were carried out up until the start of July.
Complaints - response within 10 days	BITMO specific	100%	95.33%	N/A	No complaints raised within Q1
Time taken to relet empty properties - Gross Relet	29.59	28	26.69	TBC	Awaiting LCC discount day calculation.
Percentage of properties untenanted	1.27	1.10%	0.57%	0.69%	13 untenanted properties as at the end of Q1. Derived from a property count of 1,875
No of activities (cumulative)	BITMO specific	240	831	0	Gate has been closed due to pandemic main internal activities focused towards organisational support
Number of GATE sessions/ activities/ workshops delivered by local volunteers (cumulative) - target 20 per month	BITMO specific	240	TBC	0	Gate has been closed due to pandemic main internal activities focused towards organisational support
No of ASB cases opened	TBC	N/A	88	34	Noise was a key ASB issue over the quarter alongside animal and misuse of space issues
No of ASB cases closed	TBC	N/A	70	29	Generally cases have closed where the situation has improved, the figure is also derived from cases closed due to successful support
Average period for an ASB case to resolution (Days)	92	N/A	30	8600%	Some long standing cases where extensive work was carried and support given have now been closed, these cases increased closure times.
No of Safeguarding referrals	143	N/A	30	?	

Belle Isle TMO

All KPI's 2019-20

KPI	LCC actual	BITMO Target	2019-20	2020-21 Qtr1
1 (RR1) Repairs done right first time	92.55%	90%	97.59%	96.47%
2 (RR2) Repairs completed within target time	67.29%	99%	99.06%	82.94%
3 (RR3) Repairs appointments made and kept	69.29%	99%	97.09%	No contractor visits during pandemic
4 Customer satisfaction	BITMO specific	95%	100%	100%
9 Capital Investment programme completed (100% for the year)	BITMO specific	100.00%	97.10%	2.80%
10 All homes have a current gas safety certificate (Sayes KPI)	99.78%	100.00%	99.73%	98.53%
11 Number of homes with a Gas safety certificate overdue for 0-4 weeks	BITMO specific	0.00	0.70%	0 No. (0.0%)
12 Number of properties with a Gas safety certificate overdue for 1-3 months	BITMO specific	0.00	0.27%	3
Number of properties with a Gas safety certificate overdue for over three months	BITMO specific	0.00	0.00%	2
14 All homes have a current electric periodic inspection certificate (PMS KPI)	BITMO specific	98.78%	90.66%	90.36%
15 Fire Safety inspections to communal areas	BITMO specific	100%	100%	All complete

The quality of the repairs service offered at BITMO is very good. The lockdown period meant that only essential repairs were being carried out and we are now working with Mears to address the backlog of some 400 jobs which need to be prioritised. Gas compliance has taken a hit during this period but is being recovered. The most significant issue we are dealing with and the biggest risk is the under delivery of investment works. We are working with NPS to progress works and are exploring options to bring other workstreams to the fore that can be directly procured.

KPI	LCC actual	BITMO Target	2019-20	2020-21 Qtr1
17 Percentage of rent collected	94.53%	97.50%	95.66%	94.36%
18 Percentage of rent owed	3.91%	2.20%	4.08%	4.41%
19 Amount of rent owed	£8,227,966.00	£164,008.00	£282,743.77	£312,979.00
20 Number of audits requiring corrective action	BITMO specific	Not Available	236	187
21 % of arrears cases owing 7 weeks rent with a Notice in place	23.84%	95.00%	30.23%	23.46%
22 Number of Household Supported with Financial Hardship	BITMO specific	Not Available	75	107
23 Additional income generated for customers	BITMO specific	Not Available	£37,000	£17,122.45
24 Number of Notices served	0	Not Available	182	0
25 Number of cases entered to Court	0	Not Available	19	0
26 Number of Court orders obtained	0	Not Available	34	0
27 Number of evictions	0	Not Available	7	0

Rent recovery remains our greatest challenge. Improvements were being made in performance prior to lock down as a result of much closer management, better resourcing levels and use of Voicescape but the complete cessation of active recovery activity has resulted in increasing levels of debt. The debt recovery policy is being reintroduced now, however it is inevitable that it will take a long time for performance to reach target.

KPI	LCC actual	BITMO Target	2019-20	2020-21 Qtr1
28 Number of complaints received	BITMO specific	Not available	34	0
29 Number of complaints responded to within target	BITMO specific	10(Days)	34	0
30 Number of complaints at stage 3	BITMO specific	Not available	4	0
31 Number of complaints referred to the Ombudsman	BITMO specific	Not available	2	0

No Complaints received during Quarter 1. The 2 issues referred to the Ombudsman in 2019-20 were both found in BITMO's favour.

KPI	LCC actual	BITMO Target	2019-20	2020-21 Qtr1
32 Number of tenancy terminations	572		123	9
33 Number of commencements	132		121	12
34 Number of voids at period end	892		11	6
35 Time taken to relet empty properties - Gross Relet	34%	28.00	26	Awaiting LCC discount days decision.

Time taken to relet empty properties - Gross Relet time calculation is to be provided by LCC.

KPI	LCC actual	BITMO Target	2019-20	2020-21 Q1
40 Annual Home Visits to all tenants	0.00%	90.0%	96.74%	0.00%
41 Number of new tenant visits completed	0	100.00%	72	0
42 Number of ASB cases opened	668		88	34
43 Number of ASB cases closed	634		70	29
44 Number of live ASB cases	195		18	6
45 Number of ASB cases referred to LASBT	BITMO Specific		19	6
46 Number of ASB cases held at LASBT	BITMO Specific		21	18

There has been an increase in ASB in qtr 1. Many of the cases we deal with are very complex and require a multi agency approach. Having a very reduced presence on the estate during lockdown has made addressing these matters very difficult. However, easing of restrictions, and the fact that tenancy breach visits are now being reintroduced as part of the overall remobilisation plan means we are equipped to deal with the matters being presented to us.