



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION
BOARD MEETING
AGENDA AND PAPERS
Wednesday 26th May 2022 at 6.00pm**

**BITMOs GATE
Aberfield Gate
Belle Isle
(With remote access available)**

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 open to the public

Part B is reserved for matters confidential to the Board

***Board members who wish to discuss any area of the board papers that requires
further information or clarification are welcome to contact***

Leon Kirkham (Chair) or Deborah Kelly (CEO) via Karen Hoole 0113 378 2182

FULL BOARD MEETING

Meeting to be held on
Wednesday 26th May 2022
at BITMOs GATE at 6.00pm
(With online access available)

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

Part A – Public Agenda Items

- Apologies
 - Questions from the public
 - Issues raised by Board members for the agenda
1. Training & discussion topic: Understanding accounts
 2. Minutes and Matters Arising from the Board meeting of 27th April 2022 (*page 4 and Appendix 1, page 14*)
 3. Scheduled Reports
 - Operational Report (*page and Appendices 2-4, pages 23, 25, 27*)
 - Financial Reports (*page 10*)
 - Retirement Life Report (*page 13 and Appendix 5, page 32*)
 4. Any other business (*page 13*)

Part B – Confidential Items

1. Human Resources Report 2021-22 (Confidential Report 1)

BITMO Board meeting 31st March 2022 – Executive Summary

Agenda item	Topic	Why is this important	What can BITMO do as a result	What are the Board being asked to do
Board Training	Understanding accounts	Management of organisational finances is a vital part of the role of Board members.	Better understand how the organisation operates and further enhance processes.	Raise any queries about how accounts work and the presentation of BITMO's financial statements.
Scheduled reports	1. Operational update	Includes a review of available performance data for 2021-22. Also includes a review of complaints and other feedback received in 2021-22.	Maintain oversight of work and seek further improvements where possible.	Review reports and recommend any changes to work practices.
	2. Finances	Assessment of how finances stand at present.	Review priority and efficiency of spend, with the aid of the Finance Committee.	Review financial position and approve formal expense levels.
	3. Retirement Life – Annual Report 2021-22	BITMO has an added duty of care to those in its 'sheltered' schemes.	Monitor to ensure work is completed successfully.	Review and raise any queries, whilst suggesting any further actions.
Any Other Business	To consider any other business that the Board or members of the public have asked to be considered in advance of the meeting.	The opportunity to raise issues which affect residents is an important aspect of good governance of a tenant management organisation.	BITMO should always be open to good communication channels with residents.	Review and if necessary learn and act on issues raised where feasible.

Part A – Public Agenda Items

Apologies: To be reported at the meeting.

Questions from the Public: All BITMO Board meetings are open to the public. This part of the meeting is set aside for questions to the Board from the public. Time and venue of Board meetings are advertised on the web site. Minutes from previous meetings are also available on the web site.

Issues raised by Board members: If Board members have issues that they wish to raise that are not included on the agenda these should be discussed with the Chair **before** the meeting starts.

1. Bitesize training – Understanding accounts

The Head of Governance and Finance will explore how to review accounts and what assurances need to be given before Board approval.

Recommendation

Board is asked to discuss and consider any implications for financial review going forward.

2. Minutes and Matters Arising

In this part of the meeting the Board will consider the minutes and matters arising from the **Full Board Meeting held on 27th April 2022 (Appendix 1)**. The table below summarise some of the matters arising from these meetings and other issues that have arisen since.

Full Board 27th April 2022

Item	Update
Board mandatory training	Cando Training have been asked to provide dates and costs for the Equality and Diversity training sessions.
Capital investment programme	Programme for 2021-22 was successfully completed – please see finance report below.
Staff Survey	Two nominations received for union representation on the Working Group. To be reported at the meeting.
Finance Committee	Board members have been written to in order to get expressions of interest in sitting on the committee.
Community Fund	Following approval of the budget for 2022-23, the Board requested a 6 month review of the Fund’s operation in that year. Following round up of the 2021-22 applications, the 2022-23 fund will be launched in early June 2022. It is then planned to present the review to the January 2023 meeting of the Board, unless needed earlier.
Performance data	It was noted that much performance data was lacking because of the introduction of new systems, but a request was made for reporting back of what could be collated by other means. This has been reported via the Operational report.
Board equality and diversity training.	Cando Training (with Tim Morton) has been asked for potential dates and costs are being confirmed.
Tenant support case study	Board requested a future presentation of a case study of a tenancy support case. An anonymised case will be presented later in the year.

Recommendation

Board is asked to accept the draft minutes of the Board meeting of 27th April 2022 and to note any matters arising.

3. Scheduled Reports

3.1 Operational Report

Introduction

The purpose of this report is to provide a high level update on BITMO' key issues, performance and activities during the first quarter of 2022 and to present 2021-22 year end performance information. It provides a round up of activity underway and is supported by other reports on the agenda covering retirement life services and HR.

Cost of living Crisis

The recent Health Needs Assessment evidenced that poverty is a key issue within Belle Isle. This is something that we were already aware of and the HNA provided quantifiable data about the impact of unemployment and low paid work in our community. The Health Needs Think Tank that Board members, staff and partners attended confirmed the commitment of BITMO to prioritise poverty in its forward plans.

The cost of living crisis created by very high fuel costs, and food cost inflation will hit our community very hard indeed. In order to act swiftly to attempt to support our community a proposal is brought forward to employ an additional Financial Inclusion Officer to work closely with our tenants to support them in claiming all the benefits and allowances that they are eligible for, to apply for grants, and to address issues of debt. We already employ one Financial Inclusion Officer, and the impact of her work on the people in our community is clear. In the last 12 months, she generated additional income of £166k for households in Belle Isle. We are confident that this is only the tip of the iceberg for our community.

Employing a second member of staff with this remit will provide much needed financial support for our residents.

It is proposed therefore that we recruit an additional Financial Inclusion Officer on a 12 month fixed term contract at a gross cost of £38.6k (inc equip and on-costs).

In addition to this, we are going to increase our food offer so that hot food is available in the GATE, during the half term holiday, and are thinking about how we can extend this.

Repairs

Board are aware that implementation of the Council's new IT system and backlogs arising as a result of COVID have placed significant pressure on the repairs team in terms of managing the service and monitoring our own performance and that of the contractor. As previously reported the backlog of repairs is now cleared, the planned maintenance programme has been fully delivered. We continue to have a backlog in terms of void repairs and periodic electric inspections. We are now carrying out our own satisfaction monitoring and are recording high levels of satisfaction.

Rent

We have seen consistent improvement in rent account management and compliance with procedure that has resulted in good levels of recovery in the year. There are huge challenges in this area of work. The cost of living crisis is hitting our households very hard, and we are working hard to challenges, but overall performance is good and improving. An organisation called The Cost of Living Alliance is facilitating gathering of evidence around hardship and working with local organisations on both local solutions and statements of what should be done at a national level. Are the Board interested in us participating in this group?

Void Management

Void relet times are way above target as a result of COVID and Cx issues. We expect the picture to improve a lot from April 2022. Lesley is working with her team to establish greater levels of support of the process within existing resources, as well as recruiting a part time administrative post. Alex is establishing a working group to look again at the end to end management of the voids process to ensure the swiftest possible relet times.

Performance reporting

Board will see from the performance grid, in Appendix 2, that there are gaps in the performance information available. This is because the reporting functionality that we relied upon in Orchard has not yet been replicated in Cx. We have met with LCC around this and are keen to see a clear project plan for the delivery of a full suite of Key Performance Indicator and management reports.

Performance is positive in most areas, and it is improving where it is not at the level required. The next six months will see staff participating in significant briefing and training around operational matters as we seek to re-establish the high standards of service and performance.

Customer Service

Customer satisfaction levels are good. We recognise that there is great value to be derived from the lessons from complaints and formal action of various kinds, for example disrepair cases that lead to court action. There are also opportunities to strengthen areas of knowledge and collaboration across the organisation and we are planning a programme of training to be delivered in-house that addresses customer service issues from a cross team perspective.

Procurement

The process to procure a new gas contract effective from 1st April 2024 is underway. See timetable below.

• Table 1: Procurement Milestones

Stage	Timeline
Tender documentation	Early September 2022
Publish invitation to complete stage 1	26 th September 2022
Stage 1 evaluation	Mid-November 2022
Invitation to tender notification	9 th January 2023
Tender return	1 st March 2023
Tender evaluation	2 nd March 2023
Tender price evaluation	3 rd April 2023
Award Report	Early May 2023
Contract award	29 th May 2023
Mobilisation period	29 th May 2023
Contract Start	1 st April 2024

Planned programme

This year our workstreams are:

Kitchens and bathrooms, Mansard roofs including insulation, heating system upgrades, structural work and insulation at the brooms bungalows, grounds works at the 3 storey blocks, water supplies.

Complaints

A summary of complaints received is detailed in Appendix 3, along with analysis of type and outcome

Policy updates

A proposed compensation policy is presented for consideration per Appendix 4.

Our complaints policy does not currently include consideration of compensation payments in the event that tenants have suffered inconvenience or financial loss as a result of service failure. From time to time tenants request compensation payments, and we do not have a mechanism for determining whether compensation should be paid, and if so at what level. The policy attached provides a framework which will be appended to the compensation policy.

This policy establishes the circumstances in which compensation may be paid, who is authorised to make and agree compensation, the process that needs to be followed in order for compensation to be considered, and the levels of compensation that are available.

Its purpose is to establish a clear and consistent approach to compensation that recognises that there are occasions when customers experience financial loss for which it is fair and reasonable that they should be compensated.

Recommendations

The Board is requested to

1. Accept the report
2. Approve the appointment of a fixed term Financial Inclusion Officer as part of an emerging Tenant Aid Action Plan.
3. Note the Performance and Complaints reports and data for the year 2021-22.
4. Discuss and Agree the draft Compensation Policy

3.2. Finance Reports

3.2.1 Revenue accounts 2021-22

It has previously been reported to Board that there have been challenges faced in terms of responsive repair costs flowing through from the new housing management system. Reports that were available under the old system, for the measurement of jobs that were complete but not billed, are no longer available. Consequently, other means of verification have had to be adopted, including further liaison with contractors. This work is now nearing completion and it is expected that initial accounts will be available shortly.

3.2.2 Capital accounts 2021-22

The capital budget for 2021-22 was fully spent.

A total of £1,747k was spent on investments throughout the estate. This comprised £1,720k of spend from the annual budget for the year, plus £27k of spend which has been spent from a balance of underspend brought forward.

3.2.3 Capital budgets 2022-23

The above payment of £27k from the underspend figure brought forward from 2020-21, has meant a slight reduction in the overall available £1.9m spend for 2022-23. The reduction has been taken from the thermal insulation budget.

The revised budget for 2022-23 is therefore £1,954k, comprising an annual budget allocation of £1,720k, plus an amount of £234k brought forward from the underspend in 2020-21.

The planned allocation is as follows:

Scheme	2021/22 Budget	2022/23 Budget	Rationale
Name	£000's	£000's	
Boiler Replacement/ Gas Remedials	£194.8	£150.0	Circa 50 units at £3k.
Mansard Roofs	£295.5	£275.0	Annual projected spend per long term programme.
Other Roofs	£0	£10.0	
Timber Framed Properties	£388.5	£175.5	Pro-rata for 6 months programme.
Four Flat Blocks - Entrances	£24.0	£0.0	Work complete 2021-22
Rewires/ Electrical Remedials	£15.0	£30.0	Resulting from additional tests required.
Kitchens and Bathrooms	£121.0	£125.0	
Three Storey Blocks Externals	£98.0	£75.0	Multi year programme
Three Storey Blocks Internals	£93.0	£0.0	Completed 2021-22
Adaptations	£90.0	£280.0	Based on 2 x extensions and remaining smaller requests.
Decency Failures	£50.0	£25.0	20 decency failures being investigated.
Public Footpaths	£30.0	£15.0	Reducing cost indicated by inspection regime.
Unadopted Road Repairs	£30.0	£15.0	Reducing cost indicated by inspection regime.
Re-Pointing Scheme	£50.0	£50.0	Annual allocation with scope for further spend as needed.
Water Supplies - Houses	£50.0	£0.0	Complete
External GRP Doors	£20.0	£15.0	
Fencing	£20.0	£30.0	
Fencing - Belle Isle Circus	£0.0	£81.0	Quote received and work to commence in c8 weeks.
Asbestos Surveys/ Removals	£30.0	£30.0	
Stock Condition Surveys	£30.0	£0.0	To be conducted in house going forward.
Envirovent Conditioning	£3.5	£5.0	To include envirovent and adaptation servicing.
BITMO Void Refurbs	£86.8	£180.0	Estimated 100 voids - tight budget will need monitoring
Thermal Efficiency	£0.0	£212.5	With possible extra works.
Adhoc Capital	£0.0	£25.0	Structural/ damp etc.
Chimneys/ Canopies	£0.0	£20.0	
Mutual Exchanges	£0.0	£25.0	Works needed on exchange.
Fire Risk	£0.0	£100.0	Works in communal areas.
Legionella	£0.0	£5.0	Resulting from compliance review.
	£1,720.1	£1,954.0	

Recommendations

The Board is requested to:

1. Accept the above finance reports
2. Approve the slightly revised Capital budget for the year 2022-23.

3.3 Retirement Life Report 2022-23

A report for the year ended 31st March 2022 is attached per Appendix 5.

The report aims to:

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

Recommendation

The Board is requested to note the report.

4. Any Other Business

None presented in advance of the meeting.

Date of Next Meeting: 28th July 2022 at 6.00pm

APPENDIX 1

**BELLE ISLE TMO
FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 27th April 2022**

Present: Leon Kirkham (Chair), Jean Burton, Cllr Paul Truswell, Ilr Sharon Burke, Harry Austin, Iris Crummack, Ashley Knowles, Lamin Makalo, Kay-Lee Marshall, John Oddy, Lisa Caley, Julie Rhodes

In Attendance: Deborah Kelly (Chief Executive Officer)
Peter Olver (Head of Governance & Finance)
Alex Orange (Head of Repairs, Maintenance and Investment)
Lesley Fothergill (Tenancy Support Manager)
Peter Greenwood (LCC)

PART A – Public Agenda Items

The meeting commenced with a one minutes silence in memory of John Shaw, who passed away on Easter Sunday. John was the first volunteer working in the GATE and will be very sadly missed.

Apologies

Apologies were received from: Tracey Morris, Margaret Brown

Questions from the Public

There were no members of the public present.

Issues raised by Board Members for the Agenda

One issue was raised – discussed under Any Other Business.

1. Training and Discussion Topic – Lettings & Tenant Support

The Tenancy Support Manager, Lesley Fothergill, presented the training and discussion topic on how we let properties and provide support to our tenants

2. Minutes and Matters Arising

Matters Arising from the Board meeting held on 5th April 2022:

Full Board 5th April 2022

Item	Update
Board equality and diversity training.	Treating people fairly training is being sourced. Attendance should be compulsory. Cando Training (with Tim Morton) has provided previous training and potential dates and costs are being researched. More than one session could be arranged to accommodate everyone
Capital investment programme	Following challenging circumstances as previously reported, costs are still being pushed through the system to finalise the spend result for the year.
Staff Survey	A working group will be set up to create an action plan, comprising Board members and up to two union representatives.

Board attendance

Following the low numbers of Board members that had attended the staff survey feedback and the public health session, there is a need to consider how to get more Board members to attend such events, including looking at differing locations.

Recommendation

Board is asked to accept the draft minutes of the Board meeting of 5th April 2022 and note any matters arising.

Noted and Approved.

3. Scheduled Reports

3.1 Revenue Budget

The Head of Governance and Finance explained that the Revenue Budget 2022-2023 was presented at the last Board meeting for approval. Board members had asked for clarification on some items and for the budget to be resubmitted to this Board meeting.

Expenditure	Budget 2021-22 £	Draft Budget 2022-23 £	Variance 2021-23 £	Commentary	Notes
Responsive Repairs	1,259,829	1,264,732	4,903	Current underspend on 2021-22 budgets indicated by management accounts.	1
Cyclical Maintenance	533,713	556,251	22,538	Increased gas and electrical servicing costs to ensure compliance.	2
Other Staffing Costs	1,025,042	1,034,523	9,481	Increments, inflation and increased NI costs.	3
Office Overheads	244,784	262,774	17,990	Assumed element of Internal Audit and recruitment costs.	4
Service Level Agreements	58,881	58,881	0	LCC has agreed to keep levels static but with a review in 2023-4	5
Retirement Life	82,345	93,205	10,860	Increased cleaning and repair costs.	6
Office Improvements	5,040	0	(5,040)	Prior year project withdrawn.	7
Total Expenditure	3,209,633	3,270,365	60,732		
Income					
Management Fees, Grants, Misc	3,161,610	3,236,688	75,078	Increase in LCC fees of £87k due to inflation.	8
(Deficit) on normal operating activities	(48,023)	(33,677)	14,346		
Other costs and contingencies:					
One-off expenditure	(i) Electrical	(51,420)			9
	(ii) Voids	(36,692)			10
Contingencies	Staff costs	(28,798)			11
(Deficit) after exceptional items		(150,587)			
Community Fund costs		(70,000)			12
Reduction in Reserves 2022-23		(220,587)			

The figures indicate a near break-even position on normal operating activities, which is important in the long term. In the short term there are some reserves which could potentially be utilised to deal with the one-off expenditure and contingency.

In the 2021-22 financial year BITMO obtained some £196k of rebate on non-domestic rates. Several aspects of expenditure were put in place in knowledge of this income. They comprised some £22k of furniture for the retirement Life Common Rooms and £88k of spend associated with the Health and Safety Compliance Action Plan. This means that some £86k of spend remains available for spend designation. It will be added to reserves at the year end.

BITMO Reserves					£
Reserves at start of financial year 1.4.21					1,485,090
Target free reserves					(750,000)
Available					735,090
Reduction per draft budget 2022-23					(220,587)
Projected balance 31.3.23					514,503
Available future spend for the Community Fund					<u>490,000</u>
					£70k pa for 7 years
Residue					<u>24,503</u>

The proposed Revenue Budget for 2022-23 reflects the assumptions made above. Inflation is difficult to predict but 7.4% was the forecast for the Consumer Prices Index for 2022, at the end of March.

The above figures reflect estimates of spend which are in line with contractor expectations and general inflation levels, but also include some on-off expenditure and contingency planning.

A balanced budget is the aim. It may not be achieved in 2022-23, but it is believed that the margin is manageable. This is aided by the reserves position of BITMO.

The detail above show that even after the potential overall reduction of 2022-23 outlined above, some £500k of funds are available for spend on the estate and its services over future years. The current Reserves Policy anticipated that this will be spent over a number of years through the mechanism of the Community Fund. Recent discussions by the Board about the Health Needs Assessment Review have indicated that additional funding may need to be released in order to best serve the residents of Belle Isle Estate during the current Cost of Living Crisis.

3.2 BITMO Community Fund

Structure

The initial launch of the Community Fund had been reported to Board on 5th April 2022 and the Board had asked for further reflection before approving the tranche of funding allocated for spend in 2022-23. The fund spend was in line with the current Reserves Policy and was subject to annual budget approval by the Board.

Category	Scope	Decision responsibility	Sum designated per annum
Property and estate enhancement	Fencing, seating, planting	Board	£40k
Green Strategy	Green energy solutions, planting	Panel	£5k
Training and qualifications	Paid for qualifications up to £1k p.a 50% contribution	Panel	£5k
Decorating and minor works	1 room per 3 years 50% financial contribution	Panel	£10k
Tenancy sustainability	Provision of household goods	Panel	£5k
Voluntary Group initiatives	Grants up to £500 p.a	Board	£5k

Total				£70k
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The current year proposed revenue budget reduction from reserves would leave an adequate level of free reserves to encompass considerable investment in the community.

It was proposed that the Board approve a £70k spend on the Community Fund for 2022-23 under the existing mechanism.

Board members asked the following questions:-

Q. A Board member was concerned that he was not aware that the Community Fund had ‘gone live’ and that if any tenants has asked him about it he would not have known. He was also concerned that the application form states that people have to be over 65 to qualify. Is this discriminatory?

A. Details of the fund were posted to all tenants. We recognise that some older people cannot decorate easily themselves and therefore would have to pay someone to do this for them. We do also recognise that some younger people would not be able to do this themselves either and we would not automatically exclude younger applicants. The stated criteria for applications would be reviewed.

We are currently going through a start-up phase for the fund and we do not intend to exclude anyone.

With reference to information sharing the we will ensure that Board members are made aware of future schemes and promotions before making the information public.

Board Member, Kay-Lee Marshall left the Board Meeting at this point.

3.3 Tenant Health Needs and Cost of Living Review

The Chief Executive Officer gave an update on the recent Health Needs Review, introduced at the Board meeting held on 27th January 2022 and highlighted that there have been many suggestions as to how the Board may wish to use reserves to address these issues going forward.

Clarification had been requested as to whether any of these will impact upon the Community Fund budget of £70k for 2022-23.

It is anticipated that adequate reserves (over £500k) exist to enable the existing Community Fund mechanism to continue for 2022-23, with further review about integration with Health Needs Assessment work during the course of the year.

It was proposed that a Finance Committee be established to take forward these enquiries and to report to the Board on a regular basis. The Terms of reference for the Committee were highlighted.

Board members asked the following questions:-

Q. How will the Finance Committee be formed and who will be part of the Committee?

A. Although any Board member can attend the Finance Committee meetings, expressions of interest to become involved in the Committee will be sought. The Committee will be chaired by the Chair of the Board, Leon Kirkham until the Treasurer, Sharafath Ghafiri returns from holiday.

Q. Could we have an update on Responsive Repairs, performance etc following the recent covid pandemic?

A. There is a backlog on void properties, but no delays are being experienced on Responsive Repairs. Work is currently being undertaken to enable performance information to be extracted for performance reporting to resume. The Chief Executive Officer has a meeting with Leeds City Council next week and will report progress at a future Board meeting.

Recommendations

The Board is requested to

1. Approve the above Operating Revenue Budget for 2022-23, with a potential deficit of up to £150k including one off costs and potential contingencies.

Approved

2. Approve the proposed Community Fund spend of £70k for the year, under the existing mechanism.

Approved

3. Approval of the establishment of a Finance Committee to aid monitoring of budgets and development of a Tenants Aid Action Plan for future Board consideration.

Approved

4. Any Other Business

4.1 Community Energy Group

The Board granted approval for investigations into a Community Energy Group to be undertaken and to assess whether this would be appropriate for BITMO to become involved.

Date of Next Meeting: Thursday 26th May 2022 at 6.00pm

APPENDIX 2

Performance data

Belle Isle TMO

All KPI's 2021-22

KPI	2019-20	2020-21	2021-22
(RR1) Repairs done right first time	97.59%	97.16%	no data
(RR2) Repairs completed within target time	99.06%	89.06%	no data
(RR3) Repairs appointments made and kept	97.09%	80.00%	no data
Customer satisfaction	100%	No contractor PDA surveys during pandemic	99%
Capital Investment programme completed (100% for the year)	97.10%	83.79%	100.00%
All homes have a current gas safety certificate (Sayes KPI)	99.73%	99.79%	98.87%
Number of homes with a Gas safety certificate overdue for 0-4 weeks	0.70%	0.05%	26 (0.014%)
Number of properties with a Gas safety certificate overdue for 1-3 months	0.27%	0.16%	1 (0.05%)
Number of properties with a Gas safety certificate overdue for over three months	0.00%	0.00%	0 (0.00%)
All homes have a current electric periodic inspection certificate (PMS KPI)	90.66%	95.63%	54.22%
Fire Safety inspections to communal areas	100%	100%	100%
Annual secondary footpath inspection (100% per year)	100%	100%	100%
<p>98.87 of all homes have a valid gas safety certificate main challenges related to gaining access to properties. Completed electrical data cleansing and coordination exercise. This identified all the properties overdue to be completed in the 22-23 electrical programme where we aim to achieve 100%</p>			
KPI	2019-20	2020-21	2021-22
Percentage of rent collected (Cumulative)	95.66%	96.51%	96.11%
Percentage of rent owed	4.08%	3.46%	3.40%
Amount of rent owed	£282,744	£244,293	£246,537
Number of audits requiring corrective action	236	Under review	Not available
% of arrears cases owing 7 weeks rent with a Notice in place	30.23%	0	Not available
Number of Household Supported with Financial Hardship	75	74	103
Additional income generated for customers	£37,000	£57269.92 ©	£166k
Number of Notices served	182	0	32
Number of cases entered to Court	19	0	2
Number of Court orders obtained	34	0	Note
Number of evictions	7	0	Note
<p>Collection remains better than City average. Three evictions were arranged relating to rent arrears but none proceeded to eviction. One eviction (property closure) took place on the ground of ASB.</p>			

KPI	2019-20	2020-21	2021-22
Number of complaints received	43	27	32
Number of complaints responded to within target	43	22	20
Number of complaints at final stage	4	1	5
Number of complaints referred to the Ombudsman	2	1	0

From 1st April 2021 to 31st March 2022 32 complaints were received. The majority of complaints involved Repair Issues (23) with the remainder being about Managing Tenancies (6) and Letting of Properties (2) and Collecting Rent (1). Most complaints received were resolved at Stage 1 of the complaints process. 20 out of the 32 complaints were responded to within the 10 working days timescale. 12 complaints (37.5%) failed to meet the deadline. This was due to lack of information available to complete a response. Holding letters/email messages/telephone calls were sent to inform the complainant of the delays. 1 out of the 32 complaints received were escalated to Stage 2 of the complaints procedure. Due to recent policy changes Stage 3 of the procedure has been removed and all complaints escalated to Stage 2 are now heard by a panel of Board members. The complaint escalated to Stage 2 in this period has not been sent to the Housing Ombudsman to date. Of the 32 complaints received 22 (68.8%) were upheld in the complainants favour, 3 (9.4%) were partially upheld and 7 (21.8%) were not upheld. During this period 11 compliments were received. These were all responded to within the specified timescales and passed on and congratulations given to the relevant department/service and staff members involved.

KPI	2019-20	2020-21	2021-22
Number of tenancy terminations	123	74	85
Number of commencements	121	92	80
Number of voids at period end	11	22	30
Time taken to relet empty properties - Gross Relet	26.29(Days)	57.11	91.4

Void numbers have been high across Leeds as we have moved out of lockdown. Manual calculations used for relet times as no Cx reporting available.

KPI	2019-20	2020-21	2021-22
Annual Tenancy Contacts (old methodology)	96.74%	84%	N/A
Annual Tenancy Contacts (new methodology)	N/A	N/A	24% (406)
Number of new tenant visits completed	72	0	?
Number of ASB cases opened	88(4.8)	91	75
Number of ASB cases closed	70 (3.8)	101	81

ATC completed was the highest in Leeds. ASB cases lower across Leeds during lockdown, but are now increasing.

APPENDIX 3

Complaints Summary 2021-22



COMPLAINTS AND COMPLIMENTS SUMMARY

1st April to 31st March 2022	Complaints						Compliments
	Total	Main type of complaint	Response on target	Upheld	Partially upheld	Not upheld	Total
<i>Providing local access to services</i>	0	0	0	0	0	0	0
<i>Letting empty properties</i>	2	0	2	2	0	0	0
<i>Carrying out repairs</i>	23	Service	13	18	1	4	11
<i>Collecting rent</i>	1	Policy	1	0	0	1	0
<i>Managing tenancies</i>	6	Service	4	2	2	2	0
<i>Supporting older people</i>	0	0	0	0	0	0	0
<i>Offering advice, training and employment opportunities</i>	0	0	0	0	0	0	0
<i>Providing opportunities for tenants to get involved in their community and their TMO</i>	0	0	0	0	0	0	0
Total for this year	32	Service	20 out of 32	22 out of 32	3 out of 32	7 out of 32	11
	Previous Years						
	Total	Main type of complaint	Response on target	Upheld	Partially upheld	Not upheld	Compliments
April 2015 - March 2016	27	Repairs	25 out of 27	7 out of 27	8 out of 27	12 out of 27	5
April 2016 - March 2017	26	Repairs	26 out of 26	12 out of 26	1 out of 26	13 out of 26	7
April 2017 - March 2018	54	Repairs	53 out of 54	20 out of 54	11 out of 54	23 out of 54	11
April 2018 - March 2019	32	Repairs	32 out of 32	5 out of 32	5 out of 32	22 out of 32	20
April 2019 - March 2020	43	Repairs	43 out of 43	14 out of 43	12 out of 43	17 out of 43	2
April 2020 - March 2021	27	Repairs	22 out of 27	15 out of 27	4 out of 27	8 out of 27	2

Comments

From 1st April 2021 to 31st March 2022 32 complaints were received. The majority of complaints involved Repair Issues (23) with the remainder being about Managing Tenancies (6) and Letting of Properties (2) and Collecting Rent (1). Most complaints received were resolved at Stage 1 of the complaints process. 20 out of the 32 complaints were responded to within the 10 working days timescale. 12 complaints (37.5%) failed to meet the deadline. This was due to lack of information available to complete a response. Holding letters/email messages/telephone calls were sent to inform the complainant of the delays. 1 out of the 32 complaints received were escalated to Stage 2 of the complaints procedure. Due to recent policy changes Stage 3 of the procedure has been removed and all complaints escalated to Stage 2 are now heard by a panel of Board members. The complaint escalated to Stage 2 in this period has not been sent to the Housing Ombudsman to date. Of the 32 complaints received 22 (68.8%) were upheld in the complainants favour, 3 (9.4%) were partially upheld and 7 (21.8%) were not upheld. During this period 11 compliments were received. These were all responded to within the specified timescales and passed on and congratulations given to the relevant department/service and staff members involved.

APPENDIX 4

DRAFT COMPENSATION POLICY

BITMO

Operational Policy

Compensation

Date May 2022

Approved by Board (DATE)

Policy statement

All social housing providers have a statutory obligation to provide compensation under legislation that covers: • Right to Repair, when small or urgent repairs are not carried out within timescales on two occasions • Right to Compensation for Improvements, which can be claimed at the end of a tenancy, and • Home Loss and Disturbance Payments, when tenants are required to move permanently from their home.

In addition to this BITMO as a tenant lead, customer driven organisation we will aim to make reparation where a customer has suffered a quantifiable loss or has experienced unreasonable inconvenience or distress. Our aim is to work with tenants to create a safer stronger Belle Isle. We aim to provide the best services possible, but we recognise that there are times when we do not get it right, and our customers suffer as a result. When this occurs, we will consider a compensation or goodwill payment.

Goodwill gestures are discretionary and are not automatic, even where mistakes have been acknowledged. If we have made a mistake, we aim, as far as possible, to put the customer back in the position that they were before the failure occurred. We thereby minimise the level of dissatisfaction that the customer has experienced. This will mean taking all necessary action to redress the practical situation – in addition, it may mean making a compensation payment which is both proportionate and fair.

Claims for personal injury and damage to customers' belongings are dealt with by our insurance company. Financial loss payments are made only where financial loss is clearly evidenced and where the tenant has taken all reasonable steps to limit the loss.

Statutory Compensation

The Right to Repair gives tenants the right to claim compensation if small, urgent repairs that are likely to jeopardise their health and safety are not carried out twice within the specified timescales (usually 1 – 3 days). The nature of the repairs, the timescales for completion and the level of compensation are all specified by legislation. Eligible repairs include (but are not limited to): • Only toilet not flushing • Detached banister or handrail • Loss of electricity, gas, or water supply (when it is BITMO's fault) • Leaking roof

The Right to Compensation for Improvements legislation recognises that tenants may make improvements to their homes and that, when they leave, they may have the right to some compensation. The legislation recognises that the work done may have added to the value of their property. Eligible "improvements" are listed in the legislation and include (but are not limited to): • New bathroom or kitchen fittings • Insulation of pipes, water tanks, loft, cavity wall • Double glazing.

The tenant must have sought BITMO's approval before making the improvement with the provision of 3 estimates from bona fide contractors. The claim for compensation must be made within 14 days of the end of the tenancy. The amount of compensation is not the same as the original amount paid for the work. Compensation is calculated based on: • The value of the original BITMO supplied fitting removed (if relevant) • The value of the new fixture installed • The lifespan of the new fixture.

Home Loss payments are made in recognition of the personal distress and inconvenience suffered by tenants who are required to move permanently from their homes. Mandatory Home Loss payments must be made when: • The move is required as a result of improvement or redevelopment • The move is permanent • The tenant was in the property for one year or more • The tenant was not moving voluntarily but there was an element of compulsion.

Home Loss is not offered because of temporary displacement due to a major repair work or refurbishment.

Disturbance payments compensate for reasonable expenses incurred by moving home, either because of a permanent displacement (due to redevelopment) or a temporary displacement (due to refurbishment). There is no minimum period of tenure before a tenant is entitled to a disturbance payment (as there is for Home Loss) and the amounts of compensation are not legally defined (as they are for Home Loss).

Circumstances in which we will NOT pay compensation

We will not pay compensation in the circumstances when a household contents insurance policy would operate to compensate the householder for loss. For example, where there is a leak, blockage flood or a fire that causes damage. This would be covered by an insurance policy if the tenant had one in place.

We will not pay compensation where a tenant undertakes to carry out repair work themselves. In circumstances where they have requested that we carry out the work and we have failed to do so, we will only consider a request for compensation where the tenant has made a complaint through our complaints policy about our inaction, and has given us the opportunity to rectify the situation.

Non-statutory compensation

Circumstances in which we WILL pay compensation

We will pay compensation where the tenant has made a complaint about service failure, and the complaint is upheld, and there is clear evidence of financial loss to the tenant because of the service failure.

We will pay compensation where the cause of the loss is the negligence of BITMO, and the insurance policy that the tenant has in place carries an excess amount that should be paid by the policy holder.

Goodwill gestures

We will consider goodwill gestures based on the estimated loss and inconvenience caused to the customer for which BITMO has been directly responsible. The following table gives some service areas for which we may consider making payments together with guidance for assessment and suggested levels of compensation. The suggested levels aim to ensure that payments are both consistent and fair, but considerations will always be made on a case-by-case basis and are subject to staff discretion.

Debt

BITMO will normally clear any debts owed by the customer, including rent arrears, from any proposed compensation payment. Following the offset, any balance will then be paid direct to the customer. Exceptions may be made in cases where compensation is being paid to replace an essential item.

Loss of amenities	If BITMO's failure to complete a repair at the time of a new letting means that heating and hot water cannot be commissioned at tenancy commencement through no fault of the tenant, a rent free period can be considered until the property is habitable.	
water supply	When a tenant has a total loss of water supply because of failure or omission on the part of BITMO and the loss of supply continues for 2 consecutive days or more. BITMO will not pay if the problem is due to the water supplier.	£5/day for total loss of water up to a maximum value of £50.
rooms	loss of the use of part of a property for a period beyond the time advised for the completion of the repair work. Only to be paid when the room is unusable due to on-going works (or failure to carry out a repair) and the tenant has not been moved to another property. Common reasons for a room becoming unusable include: <ul style="list-style-type: none"> • no electricity in the room at all • severe damp • unsafe floor • collapsed or unsafe ceiling. 	Compensation is offered for the period beyond the notified repair date, as a proportion of the weekly rent. Kitchen 20% Bathroom (no toilet available) 30% Bathroom (but another toilet available) 10% Main living room 20% Bedroom (1 or more) 15%
Damage to property	The tenant claims their belongings were damaged or lost because of BITMO's action / inaction. The tenant must be visited as soon as possible after the alleged loss occurred to assess the damage incurred. Damaged goods must be available to view. The case should be referred to BITMO's	

	<p>insurers immediately if it is a complex case that may also involve a tenant's health and/or the damage is likely to be more than £500. It is for BITMO's insurance company to assess liability. However, if the damage is small and BITMO did cause the damage/loss, an appropriate offer below the value of £500 can be made. The payment must be paid as a "without prejudice" discretionary payment and signed documentation must be obtained from the tenant before the payment is made. Note: Claims against contractors will be referred to the contractor for resolution – BITMO may choose to pay the customer and seek reimbursement from the contractor</p>	
Personal injury	<p>Any claim of personal injury / impact on health MUST be handled by our insurance company. Personal injury claims MUST NOT be handled under the compensation or complaints policies and procedures. All such claims must be passed on to Finance who will pass on the details to our insurers.</p>	
Other	<p>When the customer has not had a quantifiable loss but has suffered from distress, anxiety, frustration, inconvenience, time, and trouble, etc. because of BITMO's service failure or omission.</p>	<p>A small token such as a bunch of flowers or box of chocolates or a food shopping voucher up to the value of £10 For events that have resulted in distress over an extended period, consider payments of up to £10/month to a maximum of £50</p>

Responsibility

The policy is owned by the Head of Governance & Finance.

APPENDIX 5

RETIREMENT LIFE SERVICES REPORT

2021-22

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 (Service or 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 2021 to March 2022

Type	April 2021	May 2021	June 2021	July 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	March 2022
1 Bed Flats	1	0	1	0	0	0	0	1	1	0	0	1
1 Bed Bungalows	1	0	0	0	0	0	0	0	0	0	0	1
Total	2	0	1	0	0	0	0	1	1	0	0	2

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

Termination Reasons	April 2021	May 2021	June 2021	July 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	March 2022
Death of Tenant	0	0	0	0	0	0	0	0	0	0	0	1
Admitted to Care Home	0	0	1	0	0	0	0	1	0	0	0	0
Internal Transfer	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Other area	0	0	0	0	0	0	0	0	0	0	0	0
Live with family or friends	2	0	0	0	0	0	0	0	1	0	0	1
Rehoused by Housing Association	0	0	0	0	0	0	0	0	0	0	0	0
Total	2	0	0	0	0	0	0	1	1	0	0	2

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 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 Monthly Reviews

During the 12-month period April 21 March 2022 all residents have had their support plans reviewed, these were predominantly 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 services if necessary.

Independent Outcome Stars

We have recently received training on the Independent Living Outcome Star which forms a structured conversation around support needs for Retirement Life residents and will replace one of the 6 monthly reviews each year. The Outcome star will be completed by a member of the Tenancy Support Team, the reasons for this are so we can measure any areas of concern and provide appropriate support and as the Tenancy Support Officers are not in regular contact with residents it allows for a different type of conversation to that of the usual day to day.

These will commence in April 2022.

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 checklist with details of the customer and what type of visit is required and will record each contact when it takes place.

Due to covid two thirds of the year was predominantly telephone contacts with only face to face visits to those most vulnerable. However, since January 2022 all residents requiring face to face contact have received a doorstep visit.

The residents have welcomed the return to this approach as for some it may be the only person, they see that day.

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 to participate.

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

Current Programme of Events

DAY	AM	PM
Monday		Bingo – Broom Nook from 13:00
Tuesday	Bingo – 58 BIC from 09:30	
Wednesday		
Thursday	Bingo – 58 BIC from 09:30 Coffee Morning – 26 BIC from 09:30	Cuppa & Natter – Broom Nook from 14:00
Friday	Ancestry – 26 BIC from 09:30	Ancestry – 26 BIC

Private Use

The private use of a communal room by a Retirement Life resident is acceptable for special occasions. Common requests include birthday parties and funeral services. If all Retirement Life residents are invited this is not regarded as a private use.

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

This has been a year of two halves April 21 to September 21 we were still bound by COVID restrictions meaning that contact with residents was limited to telephone calls whilst a small number were still receiving doorsteps visits due to individual vulnerabilities.

Throughout this time all residents were contacted as agreed and 6 monthly reviews were carried out over the phone.

Regular newsletters were sent out to all residents including those who we do not have regular contact with, to ensure that they were kept up to date with any changes.

From September 21 to March 22, we saw the gradual removal of restrictions allowing us to open our communal facilities and for residents to access these again, this was achieved in line with Leeds City Councils reopening plan.

As a result, we now have more interaction with our residents and in conjunction with Carla from the GATE are using this to build a program of more diverse weekly/ monthly events and activities to meet our resident's needs.

In February 2022 we were able to host a Retirement Life Valentines party, where there was entertainment, dancing, and light refreshments - all attendees thoroughly enjoyed themselves and wanted to know when the next event would be held. We were lucky that the 59 Centre put on a free bus to bring residents to the GATE who were unable to get there by their own means.

26 & 58 Belle Isle Circus and 3 Winrose Grove Communal Lounges are now redecorated and carpeted in anticipation of the new furniture which is due to be delivered in July 2022.

Resident Involvement

Residents' meetings are held on a quarterly basis: -

Broom Nook

Date	Time
Wednesday 21 st April 2021	10:30 – 11:30 – NEWSLETTER SENT
Wednesday 21 st July 2021	10:30 – 11:30 – NEWSLETTER SENT
Wednesday 15 th September 2021	10:30 – 11:30 – TOOK PLACE FACE TO FACE
Wednesday 19 th January 2022	10:00 – 11:00 – TOOK PLACE FACE TO FACE

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

Date	Time
Wednesday 21 st April 2021	13:00 – 14:00 NEWSLETTER SENT
Wednesday 21 st July 2021	13:00 – 14:00 NEWSLETTER SENT
Wednesday 15 th September 2021	11:30 – 12:30 TOOK PLACE FACE TO FACE
Wednesday 19 th January 2022	11:30 – 12:30 TOOK PLACE FACE TO FACE

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.

Due to the COVID 19 restrictions a newsletter was issued in April & July 2021, and I have outlined below the content of the letters and the meetings which took place:

Residents Letter April 2021

Refurbishment of communal rooms including decoration, carpets, and furniture – included survey and prepaid envelope for residents to choose their preferences. Covid update and information around the rule of 6, looking at organising some outdoor events such as coffee mornings and bingo. Confirmed that laundry facilities are still open and reminded residents of our contact details.

Residents Letter July 2021

Update on decoration choices, communal rooms now assessed by Leeds and are Covid compliant, limited numbers allowed in the rooms and residents need to confirm attendance to ensure that we remain compliant, two coffee mornings held outdoors in June which were enjoyed by all who attended, Changes to rent charges and proposal to install free Wi-Fi in the communal rooms to encourage digital inclusion.

Residents Meetings September 2021

Held early as a window of opportunity opened up due to a change in covid restrictions allowing indoor meetings. Welcomed residents back to using the facilities, updated on refurbishment, confirmed funding obtained to provide Wi-Fi and some tablets for resident use, proposal to install a fob system on the communal lounges to improve security and extend laundry opening hours, reminded residents how to raise safeguarding concerns, complaints and compliments and issued timetable for future meetings.

Residents Meeting January 2022

In attendance were two PCSOs and Carla from the GATE we discussed ongoing crime in the area and the importance of reporting, Carla welcomed ideas from residents on activities other than bingo which could be timetabled, a monthly Guest Speaker slot was introduced commencing 23rd February 2022, update given on digital sessions hopefully starting in March and residents were invited to attend a Retirement Life Valentines Party at the GATE in February.

Residents Feedback

Contact made with Retirement Life residents asking them for feedback on the quality of the service that is provided and any concerns they have:

On the whole residents are happy with the daily/weekly contact we provide.

Residents are happier now that we can visit face to face as many had missed this more open communication with their warden.

The Thursday coffee mornings at 26 Belle Isle Circus and the Drop-In session at Broom Nook on Thursday afternoons are going well, residents are enjoying having an opportunity to catch up with their warden and each other.

Several residents are very interested in the planned digital sessions and are looking forward to these commencing.

Residents have welcomed the proposed introduction of fob access for the centres as this will mean that they can access the facilities for longer each day as well as on Bank Holidays.

Residents have raised concerns at both complexes regarding the quality of the grass cutting and garden maintenance in the shared garden areas – this has been raised with the Head of Maintenance & Repairs.

Residents have raised on several occasions concerns regarding the lighting to the rear of the properties on Belle Isle Circus – this has been raised with the Head of Maintenance & Repairs.

Residents raised concerns around quad bikes on the Circus – planned fencing work has been agreed which should reduce if not eliminate this problem.