



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION**

BOARD MEETING

AGENDA AND PAPERS

Thursday 24th November 2022 at 6.00pm

Refreshments from 5.30pm

**BITMOs GATE
Aberfield Gate
Belle Isle
(With Skype 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 Deborah Kelly (CEO) via Karen Hoole 0113 378 2182

FULL BOARD MEETING

Meeting to be held on
Thursday 24th November 2022
at BITMOs GATE at 6.00pm
(With online access available)

Refreshments from 5.30pm

*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

Bitesize training – Handling Complaints

1. Minutes and Matters Arising from the Board meeting held 6th October 2022 (page 5 Appendix 1, page 39)
2. Operational Report, including Strategy and Tenant Aid Action Plan updates (page 6 and Appendix 2, page 47)
3. Finance Committee report
 - Training Plan (page 16 and Appendix 3, page 54)
 - Key Performance Indicators (page 17)
 - Community Fund update & applications (page 19)
 - Revenue & Capital accounts (page 23)
 - Estate Investment & Reserves (page 27)
 - Charity application (page 31)
 - NFTMO (page 32)
4. Scheduled Reports
 - Safeguarding (page 33)
 - Complaints (page 34)
5. Board Forward Plan – meeting dates and times for the coming year (page 36)
6. Any other business
 - Christmas opening times (page 38)

Part B – Confidential Items

BITMO Board meeting 24th November 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
Operational Report	Key updates to include strategy development.	Board to be made aware of key developments in the operation of the organisation.	Continue to deliver services .	Review, assess and challenge. Board is asked to approve recommendations.
Finance Committee Report	<ul style="list-style-type: none"> - Training Plan - Key performance indicators - Tenant Aid - Community Fund - Estate Investment 	The Finance Committee has reviewed activity and made recommendations in each of these areas	Deliver enhanced training for staff and make funds available to tenants experiencing hardship support community projects.	Board is asked to approve recommendations.
Scheduled Reports	<ul style="list-style-type: none"> - Finance - Safeguarding - Complaints 	Essential areas for monitoring/	Ensure compliance with objectives.	Review, assess, challenge and accept.
Board Forward Plan	To agree meeting and development event dates.	Required for good governance.	To ensure business is carried out correctly and to aid development of Board skills and experience.	Agree the current forward plan.

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. 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 6th October 2022 (Appendix 1)**. The table below summarises some of the matters arising from these meetings and other issues that have arisen since.

Full Board 6th October 2022

Item	Update
Elections of tenant board members.	Ten out of twelve spaces filled. Recruitment campaign needed for 2023 elections to ensure a full tenant board.
Co-opted board members	Five out of six spaced filled.
Board engagement	Expressions of interest from Board members is sought for the following roles/area of activity; <ul style="list-style-type: none"> • Sheltered Housing – social events and volunteering • Equalities – championing equality and diversity • GATE and Community Events - Christmas events, Belle Isle Gala and GATE activities • Publicity – involvement in the website, social media and other communications (including Bits ‘n’ Pieces) • Repairs and Maintenance – reviewing performance on repairs and gas contract • Estate and Environment – quarterly estate walkabouts • Finance (revenue and capital) – on a regular liaison basis • Recruitment – participation in recruitment panels

Recommendation:

Board is asked to APPROVE the minutes and discuss any matters arising.

2. Operational Report

Introduction

The purpose of this report is to provide an update on performance and operational matters since the last Board meeting. It includes a review of the five-year plan, the outcomes of the strategy away day, and a proposed five-year plan for the Board to adopt to guide priorities going forward. High level performance and challenges are presented. The detailed performance grid is presented in the finance committee paper. A revised GATE strategy is presented for discussion and approval.

Performance

Key performance Indicators for the 6 months to 30.9.22 are detailed at 3.2.

(i) Debt

Rent arrears recovery is improving, and compares favourably to the LCC city wide position. Debt levels have increased within BITMO and across the city. It will take some time to recover our previous debt levels. As Board Members are aware the rent arrears recovery policy was suspended during the lockdown period, and there was further extension to the suspension of court action including evictions which landlords must comply with. Despite this performance compared with the city average has been maintained.

(ii) Lettings

Lettings activity is fully resumed. We have reduced the backlog of empty properties down to standard levels of 1%. We have done a considerable amount of work with lettings and repairs staff, and the contractor to improve our management of the voids process, and this is proving to be successful. We will continue to keep this under review and will monitor compliance with the new process regularly.

(iii) Annual Home Visits

The regime of annual tenancy contact has been disrupted by significant staff absences. We are playing catch up on this work. We expect to achieve target within the financial year.

(iv) Planned Maintenance

The planned programme is progressing well and we expect to complete it within the year. We are currently in the process of developing the programme for the next three years, with a focus on thermal efficiency as well as essential component replacement.

(v) Responsive Repairs

There are significant problems with responsive repairs processing, payments and reporting. The Head of Repairs is carrying out a forensic review of works orders, completions and payments as a large number of errors and duplications are evident in the new Cx system. The records will be reconciled and we expect this to alleviate the pressure on the responsive repairs budget. The issues that we have identified indicate that the Cx system does not have adequate controls within it and we are commissioning a review by Internal Audit, which we will report to Board when it is completed.

Staff changes

Since the last report there have been a number of staff changes.

Our new temporary Financial Inclusion Officer, Mark Johns starts with us on 28th November.

Jo Wood is moving into the CATs team on 21st November on a temporary basis.

Dawn Cocking started her tenancy support role on the 7th November, and Adam's work in lettings and retirement life is being extended to 31st December.

Mike Jones, a temporary Retirement Life Officer will be leaving us on 30th November - big thanks to him, it's been great having him on the team.

And finally, Darran Finn no longer works at BITMO. We have cover in place, until we recruit in the new year.

Policy reviews

BMT have produced a managing change and communication policy which is presented at Appendix 2 for approval. It has been co-designed with staff and we have consulted the Unions on it.

Health and Safety

There has been one "near miss" incident concerning a gas leak since the last Board report. This is currently being investigated by the contractor and a full report will be brought to the next meeting of the Board.

Property Condition

One particular property is an ongoing cause for concern – to be reported verbally.

Community Garden

The community garden now has a steering group made up of five people – four BITMO tenants and one Leeds Fed tenant. The next area of work is to plant apple, pear and plum trees in December. A member of the CATS team will support volunteers to arrange a weekly gardening session at 10am on Thursdays. The Board allocated funds which will be used to buy a large greenhouse, and a metal lock up which as well as growing plants can also be used for shelter from the rain and for steering group meetings, and tools.

Bowling green community orchard

Fruit Works have confirmed that the old bowling green site is suitable for about a dozen fruit trees. Consultation with the bingo club and nearby resident shows a good level of support for the proposal. We have asked Windmill Primary if their pupils could help with the planting and future fruit picking. A possible design is shown below.



(Trees are green and fruit bushes are purple).

The Board are asked to agree a budget of £2,000 from the community to pay for up to 12 fruit trees, some fruit bushes, equipment and planting advice from Fruit Works. We aim to have a group of trained volunteers who can plant fruit trees in other locations.

East Grange Square

We were approached by Community Links who manage Octavia House, opposite the entrance to East Grange Square on East Grange Drive. They would like to improve their links with BITMO and the local community. They are looking for support and involvement from the local community in improving the upkeep of the planters, painting the electricity boxes (with consent of Northern Powergrid) and installing a mini library. CATS staff are door knocking on 23 November and attending a drop in at Octavia House on 28 November.

Five year plan

The BITMO five-year plan was produced in 2020. It has been reviewed by the Board since then. The Strategy Away Day in October provided the first opportunity for colleagues and Board members to work together to discuss what BITMO's Aims and objectives mean to them, and how we can strengthen what we do to make more impact.

The plan below synthesises the feedback from the away day to confirm the relevance of the aims and the five themes. It identifies the areas that the organisation will work on in the next year to address the priorities expressed. Individual projects will be developed to progress each area, and these will be reported on to Board and colleagues. It is hoped that Board members and colleagues will be involved in the delivery of the projects.

BITMO 5 Year Plan				
Providing high quality services				
Building a stronger safer belle isle				
Being a well run TMO				
5 Themes	Risk	Year 1 -2 2020/2022	RAG	Year 3- 4 2022/23
Theme 1: Continuous improvement	1, 2	Compliance review complete , several weaknesses in arrangements identified, reported to Board and corrected, functional action plan completed		Quality Assurance Processes using Cx
Improve all aspects of operational performance to be a well run TMO, providing high quality services and high levels of customer satisfaction		Caretaker service reviewed , change in role consulted and agreed		Revised customer information to be provided following FSRA work
		Void management end to end process reviewed		Monitoring of QA processes in void management
		Strong First Line service offer reviewed, skills self assessment carried out Standard Operating Procedures produced (being amended following implementation of Cx)		Operational training and compliance process to be developed
		Retirement Life SOPs are in place		Policy reviews including, SOPS and customer information
				Induction programme to be developed
		Core Brief Mechanism introduced		Achieve highest possible levels of performance across all KPIS
		Mentoring Training provided		Staff training, targets and monitoring
		ASB, and Complaints reviewed		Improve use of CATS
		Implement management standards survey		Produce induction programme and training plan for Board Members
Theme 2: Our Green Agenda		5 year investment plan based on reducing use of fossil fuels, and reducing fuel poverty		Explore opportunities to install solar panels
Reduce energy use, and contribute to the bio diversity of Belle Isle	6,7	Green Office Plan reducing use of plastic and using Evs		
		Thermal imaging survey to identify investment need		Develop 3 year thermal efficiency investment plan
		Landscape plan to increase bio-diversity		Community garden projects
Theme 3: Digitally enabled				
Develop digital skills within the community to support health, employment and skills, and attainment	2, 5,9	Use of Cx and CATS		Digital skills training for staff and customers with accreditation to enhance employability
		IT workshops for customers, lap tops and smart phones rolled out to customers, s		
Theme 4: Empowering our Community		Staff working remotely on line and paperless		
Address the issues in the HNA to meet community	1, 10	location based consultation		Community gardens
		digital health project		Educational attainment
		Employment and skills project		Financial security
		Financial inclusion project		Domestic violence
Develop the Board to provide constructive Challenge and engage fully with the business				Produce induction programme and training plan for Board Members
				Promote and incentivise role of Board member to attract a balanced demographic
				Recruit volunteers
				Develop a volunteer package
Theme 5: BITMO People	1,2,9	At Risk Tenancy Group		Mandatory and discretionary training plans for all staff
Create a positive environment where everyone's contribution counts and people are given the opportunity to be engaged and develop their potential		Colleague Forum		Co-design of policies, procedures and customer information
		Revised appraisal process		SOPS
		Free Colleagues up to spend 50 hours per year in community based activity		Staff survey

GATE Strategy

The Board requested that the role of the GATE in supporting the aims of the business be reviewed. A discussion document was brought to the Board in July.

BITMOs purpose is three-fold:

- Maintain a well-run organisation that is led by tenants and is open, transparent and financially viable
- Provide high quality services that focus on the organisation’s key functions as well as other areas
- Build a stronger and safer community

The role of the GATE in supporting this purpose is very important. It was set up in 2013 as a place to ‘Get Advice, Training and Employment’, with the original focus being supporting people amongst the working age population, whose needs were not being met by existing services. Since this time, services for our older population have continued to be supported, while children and family services have become less focused in our area.

Belle Isle is a classed as an area of multiple deprivation. The measure of deprivation is taken from data relating to the Income; Employment; Education; Skills and Training; Health and Disability; Crime; Barriers to Housing Services; and Living Environment of the people living in the neighbourhood. The Middleton ward which incorporates Belle Isle is listed as a “left behind” community by the All Party Parliamentary Group (APPG).

This means that people living in Belle Isle are more likely to experience financial hardship and low income, poor physical and emotional health and wellbeing, lower education outcomes, and feel less safe in their homes. They face additional barriers in terms of access to skills and employment.

The Health Needs Assessment carried out in 2021, identified high rates of poverty, low educational attainment, poor health outcomes, and lack of aspiration as significant issues facing people living in Belle Isle.

Factors impacting quality of life in Belle Isle

Shorter life expectancy	Unemployment
Insecure incomes	Chronic co-morbidities
Mental health concerns	Low school attendance
Low educational attainment	Children living in poverty
Domestic violence	

Every community is a unique and complex mosaic of interconnected parts. That is why no single focus can hope to address the entire needs of a neighbourhood. Deprived neighbourhoods need to be supported on multiple fronts. BITMO’s Board have recognised that our GATE service needs to be re-focused to address the complex needs within our community, with an increased focus on children and families.

The following strategy establishes a new GATE-specific mission statement and framework for how we will work to address the multi-faceted nature of deprivation in our community.

GATE Mission Statement

'To work with tenants to build a resilient inclusive community where opportunities to parent, learn, volunteer, work and influence local decisions are supported.'

We will:

- Strengthen existing partnerships, and develop new collaborations to increase our impact
- Develop community leadership and community support through our volunteer programme
- Equip community catalysts with the skills and credentials to compete successfully for scarce resources for them, their families, and the community

GATE Strategic Framework

What we do	Tenant led community development and support
How we do it	Supporting or directly providing programmes across: <ul style="list-style-type: none"> • educational attainment • social inclusion • financial stability • community consultation • Signposting to specialist services
How we measure success	Quantitative measures of cost and impact Qualitative case studies with person-centred outcomes
Operational enablers	Partnerships Direct service provision Financial support Skilled volunteers

Community development

Affordable housing is a basic requirement of wellbeing for individuals, families, and communities. It is the cornerstone of what BITMO does. Through our customer engagement activities, we will understand the reality of the issues our communities face, and work with them to overcome barriers to successful parenting, learning, volunteering, and work.

Early **learning** and lifelong learning are essential to the wellbeing and economic stability of families, the community, and the city. We will work in partnership with schools to support educational attainment among pupils and their parents. We will provide support for parents through community education, Leeds City College, training and skills, and volunteer opportunities. We support digital inclusion.

Networks strengthen communities and the GATE supports residents to come together socially to make, learn, enjoy, and support each other. Social isolation affects both physical and emotional health and wellbeing, so we will provide a safe and inclusive space for people to seek peer support.

Financial stability is crucial to flourishing neighbourhoods. People do better when they have the skills they need to access living wage jobs. Our links to Education Development Trust, DWP, Scope, WEA, and our own employment and skills offer combined with our volunteer programme provide a platform for people to develop their skills. Our Financial Inclusion offering helps people to manage financially. We will provide support services, such as Foodbank, emergency food and family essentials that help dealing with the cost of living crisis.

Health. Post code matters more than genetic code in determining a person’s health and well-being. Our focus will be on encouraging food growing and cooking, physical activity, purposeful recreation and digital inclusion that is designed to support better health outcomes. We will work with health specialist partners to achieve this.

Safety is a prerequisite for a flourishing neighbourhood. The GATE is a place of safety where people can report crime, including domestic abuse, and access victim services.

Partnerships We can achieve more when we work in partnership with others who share our commitment to catalysing opportunities for our community. The CATS team is at the centre of a network of organisations who work with us to change people’s lives for the better.

The role of volunteers

Community based volunteers are crucial to the successful operation of the GATE. Over the last year we have increased the number of volunteers who provide services in the GATE. We now have volunteers involved in developing a community garden, running the ancestry group at Belle Isle Circus as well as the Community Kitchen Team. We want to do more to attract and retain people who can run projects, services and engage with the community. To do this we will create a clear volunteer offer that provides a structured induction and support programme, and accredited training.

This strategy represents a shift in focus for BITMO

From	To
Drop in	Outreach
Community support	Community development
Narrow demographic	Broader demographic
GATE as a destination	Being active in the community
Fixed opening hours	Flexible opening hours (evenings & weekends)

What do we need to change?

1] The name of the Team who run the GATE -The current name of the team is Community and Tenant Support Team. This is similar to the Tenancy Support Team. To reflect our work more accurately, the Board are asked to change the name of the team to Community Development Team. While we will still work with individuals, it is with the aim of building a stronger and safer community for all individuals.

2] The focus from being a drop-in centre to being a team of community workers who reach into the community to identify needs, develop programmes and projects

3] Opening hours The GATE is an ambitious entity. The team cannot operate a drop in 4.5 days a week, offer late night opening and get out into the community within the resources available. Often we have two members of staff in the GATE, with very limited footfall. The Board needs to consider:

- Reducing the hours the GATE is open during the working day
- or
- Not offering the evening sessions
- and
- Not carrying out work in the community.

The Board are asked to agree a reduction of office hours opening to allow for the existing staff to offer two evening sessions and to have a regular commitment to work outside the GATE – such as knocking on doors, running sessions in other locations including Retirement Life, the foodbank and playing a part in activities such as estate walkabouts.

We propose amending opening hours to:

Monday 9-1pm

Tuesday 1-7pm

Wednesday 9-1pm

Thursday 1-7pm

Friday 9-1pm.

This would be a total of 24 hours, compared to the total of 27 hours before we added the 6.30pm openings on Thursdays a year ago.

We could also offer a monthly Saturday morning service on a pilot basis. This would be useful for those at work, college or caring during the week. This could be combined with film shows, food offers and advice sessions from other service providers to attract more residents until the service is established.

4] Shift from drop-in to appointments - Residents have come to expect to be able to drop in and immediately be helped. We need to move to a triage and appointment system. If people can be helped in 5-10 minutes we should try to assist there and then. If it will take longer, we should ask some basic questions and either book an appointment or refer to another service. Where people are not Belle Isle residents and are in need of support, we should refer them elsewhere.

Whereas on the current model people can walk in and be helped for an hour or so on their CV and then in some cases we never hear from them again, an appointment model means they can put some thinking into their CV themselves and show their commitment by attending the appointment. It also means staff can plan their work and achieve targets without having to drop everything to help people instantly.

This would need to be communicated to residents through Bits & Pieces, social media and explained in person.

5] The events we run

A Belle Isle Gala brings the whole of Belle Isle together. The Lord Mayor and the Queen's representative attend and relatively expensive attractions such as the mobile farm and a climbing wall are provided. This is an annual event (pre covid). It may be better to link to other Galas in Middleton and Hunslet.

Over this year we have run a series of free family activity days, at various locations across the estate. They have been very well attended.

In previous years we have run coach trips which have been very popular but do not reach the number of people who have attended the family fun days this year. The costs of coach trips in 2019 was £9 per adult and £6 per child – so £30 for a family of two adults and two children. Given the cost of living crisis, BITMO's priority should be on free food and activities to support vulnerable families, funded through charitable means and the Community fund.

It is suggested that if we wish to continue running coach trips, they should be offered free of charge to people who are in financial hardship and who could not afford to take their families on a trip otherwise.

Conclusions

The GATE is fundamental to BITMO's role as a tenant led, community-based organisation. We need to refocus what it offers to address the needs of the community expressed through the Health Needs Assessment.

The work of the team, and the programme they run will reflect the priorities of:

Health	Income maximisation
Educational attainment	Domestic violence

Tenant Aid Action Plan

(i) Financial Inclusion officer fixed term post

We can report that an appointment has been made to this post and Mark Johns will be starting work in this important role on 28 November 2022.

A training plan is being constructed to ensure that the post holder will be fully equipped to undertake the wide range of tasks envisaged.

(ii) Additional Food Provision

Funding of further food and activity provision has continued post summer holidays to utilise the £12k budget allocated by Board.

From now until the New Year BITMO will provide:

- Free hot meals for Belle Ise tenants on Tuesdays and Fridays
- Free winter coats
- Use of BITMOs GATE as a warm space – with free hot drinks, porridge, soups and noodles.

Free hot meals served 3.30pm-5.30pm on Tuesdays. Priority to families with children after school 3.30pm – 4pm.

We want to make sure that no-one stays away because they have no money – we want people in need to come and get a meal. Breakfast is served on Fridays 9.30 – 11.30am and will continue 23 and 30 December.

We have had donations of good quality second hand warm coats for both adults and children. These are available free to BITMO tenants from BITMOs GATE.

We are now getting regular donations from Symington's, who are based in LS11. They are donating dry goods like porridge and noodle pots and packet soups. You can come in and eat them at BITMOs GATE, or have a free tea and coffee and use the computers and Wi-Fi during our current opening hours, which are:

- Monday 9–12 and 1-4
- Tuesday 9-12 and 1-6
- Wednesday 9-12
- Thursday 9-12 and 1-6.30
- Friday 9-12 and 1-4

(iii) Tutor scheme

Weekly sessions take place in BITMOs GATE from 3.30pm – 5.30pm aimed at families of primary aged pupils providing a hot meal for both parents and pupils in a warm place where homework can be done.

The agreed £2k budget covers two tutors for 2 hours a week for 14 weeks for the September – December term. External funding for continuation of the service is being sought. We are requesting a further tranche of funding for the January term. This will only be utilised if evaluation at the end of December indicates that there is ongoing value to this provision (to be determined by the Chairs Group)

Recommendation:

Board is asked to ACCEPT the report and to:

- Agree the framework for the GATE
- Agree amended opening hours for a period up to end of March 2023 on a trial basis
- Support a variety of events across the year that benefit the whole community and are provided free of charge
- Provisionally agree further funding of the tutor scheme, approval to be delegated to the Chairs Group.

3. Finance Committee Reports

3.1 Training Plan

The Finance Committee has reviewed the following proposal.

The staff survey identified there is a low level of satisfaction among staff with the opportunities to develop their skills and progress their careers. Workshops held with staff following the survey revealed that people felt there had been little investment in them in terms of training, and particularly very little support for the acquisition of qualifications that would support competence and career progression.

“I’ve got the experience to do my job, but I can’t progress here or anywhere else.”
“I’ve worked at BITMO for over 15 years, and I’ve never been offered the opportunity to get any qualifications.”

It is good practice to provide a training budget of between 3-5% of the salary bill. A budget of 3% would equate to £42k at BITMO. It is clear that there has been a significant shortfall in the investment in training and development of staff at BITMO.

The work done on the staff survey, and the issues raised at the Strategy Day with staff and board members held on 30th September 2022, indicates that there is considerable appetite to improve how we support staff and Board members with a comprehensive training offer.

A detailed training plan has been constructed to ensure that BITMO has the right skills mix to fulfil its ambitions going forward. The Plan encompasses both legally required training such as first aid and compliance regimes, along with those aspects of upskilling which allow the most effective ways of working. This is appended as Appendix [3].

It is intended that every member of staff should expect to attend 10 days of training per year, depending on their role, skills assessment and career progression goals. In addition longer form qualification based training should be available to those who need or would benefit from structured study.

It is proposed that funding for long form qualifications will be subject to repayment on a sliding scale if the student leaves BITMO’s employment within 3 years of completing the course

The current training budget is £5k overall – split between £2k for Leeds CC web training services and £3k for other training. Based on the costs of training identified below it is anticipated that a further £5k is needed to fulfil some essentials of the training plan, and that this should be delivered over this and next financial year, and that the annual training budget should be increased from £5k p.a to £10k p.a

The Finance Committee recommends that the above proposal is adopted by Board.

Recommendation

Board is asked to AGREE the recommendation of the Finance Committee to increase the training budget by additional £5k spend in the budgets of the current and future years.

3.2 Key Performance Indicators

Indicators as at 30th September 2022 are as follows:

(i) Repairs

KPI	Target	2021-22	2022-23 Q2
(RR1) Repairs done right first time	95.00%	no data	Not available
(RR2) Repairs completed within target time	95.00%	no data	Not available
(RR3) Repairs appointments made and kept	95.00%	no data	Not available
Customer satisfaction	90%	99%	98.75%
Capital Investment programme completed (100% for the year)	100%	100.00%	47.00%
All homes have a current gas safety certificate (Sayes KPI)	100%	98.87%	99.35%
Number of homes with a Gas safety certificate overdue for 0-4 weeks	0	26 (1.4%)	10 (0.54%)
Number of properties with a Gas safety certificate overdue for 1-3 months	0	1 (0.05%)	1 (0.05%)
Number of properties with a Gas safety certificate overdue for over three months	0	0 (0.00%)	0 (0.00%)
All homes have a current electric periodic inspection certificate (PMS KPI)	100%	54.22%	62.00%
Fire Safety inspections to communal areas	100%	100%	100%
Annual secondary footpath inspection (100% per year)	100%	100%	100%
RR 1-3 data seems to be producing incorrect information at present. This will be looked at further. All repairs are followed by a phone satisfaction survey. 99.35% of all homes have a valid gas safety certificate - there remain challenges related to gaining access to properties. We are examining electrical alternatives when gas items need to be replaced for those properties which remain a problem re access. 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%			

(ii) Income & tenancy services

KPI		2021-22	2022-23 Q2
Percentage of rent collected (Cumulative)	98.00%	96.11%	95.46%
Percentage of rent owed	3.00%	3.40%	3.59%
Amount of rent owed	£250k	£246,537	£268,866
% of arrears cases owing 7 weeks rent with a Notice in place	60.00%	Not available	6.58%
Number of Household Supported with Financial Hardship	N/A	103	12 (partial data)
Additional income generated for customers	N/A	£166k	£28k (partial data)
Number of Notices served	N/A	32	1 IT / 9 Secure
Number of cases entered to Court	N/A	2	2
Number of Court orders obtained	N/A	Note	2
Number of evictions	N/A	Note	0
Collection remains better than City average. Rent collected City – to end of Q2 93.95%. Data for hardship is presently partial only and will be updated as soon as possible.			

(iii) Complaints

KPI		2021-22	2022-23 Q2
Number of complaints received (cumulative)	N/A	32	8
Percentage of complaints responded to within target	100%	20	5
Number of complaints at final stage	N/A	5	1
Number of complaints referred to the Ombudsman (cumulative)	N/A	0	1
Complaint numbers for the quarter are currently being reviewed. Case at Ombudsman (re ASB) has been referred to LASBT. We have reviewed our process to make sure an independent manager investigates the complaint. Three of the eight cases were responded to after the original target time, but in all but one case the tenant was advised that further time was required to fully investigate the issues.			

(iv) Relets

KPI		2021-22	2022-23 Q2
Number of tenancy terminations (cumulative)		85	62
Number of commencements (cumulative)		80	56
Number of voids at period end		30	19
Time taken to relet empty properties - Gross Relet		91.4	88
Void numbers are improving, but we have a lot of work to do to get down to our target of 10, and to make sure that commencements keep pace with terminations.			

(v) Tenancy support

KPI		2021-22	2022-23 Q2
Annual Tenancy Contacts (old methodology)		N/A	N/A
Annual Tenancy Contacts (new methodology)		24% (406)	4.52%
Number of ASB cases opened		75	42
Number of ASB cases closed		81	44
Due to staffing issues no ATC's completed during Q1 information – new process only commenced in May 2022. We have recruited a temporary member of staff to support the completion of ATCs			

Overall there are improvements to service delivery but also challenges still being addressed.

The Finance Committee accepted the report and asked that an expanded set of Key Performance Indicators be produced for examination where requested.

Recommendations

The Board is asked to ACCEPT the above report, including the recommendation of the Finance Committee for an expanded set of indicators to be produced.

3.3 Community Fund

3.3.1 Update

Opportunities to apply to the Fund have been relayed to tenants through newsletters, emails, social media and the website:

- **Estate Enhancement and the Green Agenda-** *is there an area of the estate that you think needs a makeover? You can apply for money to pay for fencing, seating, planting, or green energy solutions where the land or building is managed by BITMO and there is local support for the improvements.*
- **Training, development and qualifications for tenants and their families-** *is there a training course or qualification that you want to access but can't pay all the fees for? You can apply for 50% of your fees, up to a maximum of £500.*
- **Contribution to decorating costs for vulnerable people in hardship-** *are you vulnerable and in hardship and need help towards redecorating your home? You can apply for half the costs of redecorating one room every three years, up to a maximum of £600.*
- **Household goods to improve the living conditions of vulnerable tenants-** *are you (or do you support) a vulnerable tenant who needs funds to improve their living conditions? You or your support worker can apply for up to £300 for household goods to help sustain a tenancy.*
- **Community group or activity-** *is there a community group or activity that you want to set up and need some money to get it going? You can apply for up to £500 a year.*

We have received 47 applications for financial assistance in total from the launch of the Scheme. The majority have been for household goods under the category of "Tenancy Support". The cases were assessed by the tenancy support team and decisions made by the Tenancy Support Manager and the CEO.

Category	No	Outcome
Garden assistance	3	Not supported within the policy
Tenancy Support	22	Mainly requests for white goods, carpets and bedding. Being assessed in terms of current need and income and expenditure. The majority of these requests are approved.
Community Groups	4	1 approved to run a series of craft sessions in the GATE others declined as not offered to all BI residents
Decorating	14	Residents properties inspected. Of those that would benefit from redecoration none are able to afford the 50% contribution required. We are therefore considering provision of a dec pack as an alternative.
Environmental projects	2	1 ineligible as not a tenant, 1 a request to create a soft play area for toddlers was declined and directed to Low Grange View project.
Training	2	Both approved to provide 50% funding for driving lessons and Care qualification

Applications for community projects have been considered by the Board.

10 applications have been approved following home visits and completion of income and expenditure assessment. Where we have not been able to assist we have provided information on food banks, uniform exchange, activities run in the GATE, and made referrals to the Financial Inclusion Officer

The fund has been used to provide beds for four families whose children were sleeping on mattresses on the floor, one washing machine for a man who was neglecting self-care and whose mental health was deteriorating. One cooker has been bought, and one person has received a contribution to the cost of driving lessons. One elderly couple have been provided with financial assistance to buy a carpet for one room. They had no carpet at all.

One application was approved by the Board for help with a garden, and one application has been approved by the Board to run well-being activities in the GATE.

Budget and spend to 30.9.22

Category	Codes	Scope	Decision	Sum designated per annum	Total committed to date	Paid to date	Residue
Property and estate enhancement	38112 208 21	Fencing, seating, planting	Board	£40,000	Note 1	Note 1	£40,000
Green Strategy	38112 208 22	Green energy solutions, planting	Panel	£5,000	£2,000	£340	£3,000
Training and qualifications	38112 208 23	Paid for qualifications up to £1k p.a 50% contribution	Panel	£5,000	£2,713	£1,713	£2,287
Decorating and minor works	38113 208 24	1 room per 3 years 50% financial contribution	Panel	£10,000	£1,442	£1,442	£8,558
Tenancy sustainability	38114 208 25	Provision of household goods	Panel	£5,000	£2,323	£1,423	£2,677
Voluntary Group initiatives	38115 208 26	Grants up to £500 p.a	Board	£5,000	£500	£250	£4,500
Total				£70,000	£8,979	£5,169	£61,021
Note 1	Some £11k has been spent on tree planting over prior two years.						

Summary

It was noted in prior meetings of the Committee and the Board that the Community Fund may in future need to be adapted from its current format to reflect the changing needs of tenants worst affected by the Cost of Living Crisis as evidenced by fuel and food inflation. A further option for aiding tenants via thermal efficiency work is details below.

Recommendation

The Finance Committee recommends that the above report is ACCEPTED and that the Community Fund is re-opened for applications whilst budget remains unspent.

Board is also asked to SUGGEST any potential future alterations in the Scheme from 2023-24 onwards, particularly in light of the item on Estate Investment below

3.3.2 Applications

3.3.2 (i) Whitehouse Farm Allotment Association

The Whitehouse Farm Allotment Association manages 11 East Grange Drive, Belle Isle, Leeds LS10 3EH Allotment Site on behalf of Leeds City Council for the benefit of the community in Belle Isle and surrounding areas.

Application:

Applicant: Whitehouse Farm Allotment Association

Request for: a contribution towards the cost of toilet facilities. Total cost for 8 months is £280.

How many people are involved? There are 50 plots

How many are BITMO tenants? Not known, but the majority are local to the site.

Have you got a constitution? Yes

If yes, has BITMO got a copy? Yes

Have you got a bank account? Yes

If yes, has BITMO seen evidence? No. We would require evidence before any payment.

How has support for the initiative been tested in the community?

Is it demonstrated that there is a demand for it?

We would like help with the cost of our toilet on the allotments we have to pay monthly for it to be emptied and cleaned. We have a lot of new families now with young children and also the charity Aspire use the allotments and they need clean facilities but we are finding it hard covering the costs

The application asks for a contribution of £140 to cover half of the annual cost of the toilet facilities.

The Finance Committee has asked the organisation to confirm whether it has a majority of BITMO tenant members.

Recommendation

The Finance Committee recommends to the Board that the application is reconsidered once BITMO has been informed whether the organisation has a majority of BITMO tenant members

3.3.2 (ii) Belle Isle Circus Garden

The Finance Committee is asked to recommend to the Board a grant of up to £2,000 for the prospective Belle Isle Circus bowling green orchard (comprising fruit trees and shrubs).

Sounding have been taken from the Retirement Life tenants at the Circus and they were very much in favour. A more detailed consultation would start before the Board meeting, asking nearby residents if they object to the development near their homes and then run the consultation on design and upkeep of the site.

The ideal planting months are December or January, so ideally an early decision is needed.

The trees could be a combination of any of the following: Apple, Pear, Plum, Greengage. Residents could collectively choose what types of fruit trees are planted. Fruit bushes would include a mix of currants and gooseberries.

Prices from the supplier (Fruit Works) are as follows:

- Fruit tree £25
- Fruit bush £6
- Woodchip mulch delivery £50
- Stake & tie £6 (we recommend staking all newly planted trees for the first couple of years at least)
- Fruit works staff time £30ppph or £180 per person per day

The company expects to use 3 staff days for planning & preparation and 2 people for the planting day, so a total of 5 staff days. BITMO volunteers would however be engaged to reduce this cost.

Principal potential costs:

Item	Item cost	Quantity	Total
Fruit tree	25	12	300
Fruit bush	6	12	72
Woodchip mulch	50	1	50
Stake & tie	6	12	72
Fruit works staff days	180	5	900
			1394

Other costs will include the purchase of tools for maintenance and future projects.

It should be noted that there will be an element of volunteer training involved in the staff time and this will save future plating costs in other projects.

Recommendation

The Finance Committee recommends that the Board AGREES to award up to £2,000 for the establishment of a Community Fruit Garden in the old bowling green off Belle Isle Circus.

3.4 Revenue & Capital accounts

3.4.1 Revenue accounts

Belle Isle TMO

Budget Monitoring for the period ending 30th September 2022

Expenditure	Full Year Budget £	Year to Date Budget £	Actual Spend £	Variance
RESPONSIVE MAINTENANCE	1,396,226	698,113	852,947	(154,833)
CYCLICAL MAINTENANCE	609,965	247,708	260,035	(12,327)
TOTAL MAINTENANCE`	2,006,191	945,821	1,112,981	(167,160)
GATE	154,021	72,701	77,392	(4,691)
INCOME AND TENANCY	239,153	119,577	113,678	5,898
TENANCY SUPPORT	226,228	113,114	98,330	14,785
RETIREMENT LIFE	100,245	50,122	46,244	3,878
CORPORATE RUNNING COST	145,811	68,531	69,697	(1,166)
CORPORATE STAFFING COST	385,481	192,322	178,641	13,682
SERVICE LEVEL AGREEMENTS	58,881	29,440	29,195	245
DEPRECIATION				
TOTAL EXPENDITURE`	3,316,010	1,591,629	1,726,159	(134,530)
Income				
Management Fee, Sheltered Fee, Incentive Payments, Bank Interest, including Exceptional Income	3,236,688	1,603,091	1,614,484	11,393
OPERATING SURPLUS/(DEFICIT)	(79,323)	11,462	(111,675)	(123,137)

Introduction

- Summary above details the financial performance in the first half of current financial year from 1st April 2022 to 30th September 2022.

Summary

The draft deficit (pre exceptional repairs adjustments) shown in the first six months of the current financial year is £112k. This deficit is due to repairs costs – but a considerable reduction in those costs is anticipated following a review of all jobs in the year to identify errors and duplicates. At the moment the amounts are unquantified. This process should be completed by 30.11.22 and costs should come towards target at that point.

Variances explained

A brief explanation is given below on the main variances of expenditure against the budget in the first six months of this financial year to the end of September 2022.

Responsive repairs

Overspend of £152k is after accruing expenditure based on repairs jobs completed but not invoiced by end of July.

Capitalisation of repair jobs: A sample of repair jobs costing over £5k was selected and £52.4k has so far been identified for capitalisation. Further identification of capital costs for empty properties is ongoing and this should reduce the spend towards target.

Cyclical Maintenance

The Cyclical Maintenance budget is overspent by £16k and this overspend is mainly on Fire Risk Assessment (£30k), whilst there was underspent on Staircase Lighting (5.4k) Payroll cost (£10k) and Capitalisation of payroll cost (3.4k).

Tenancy Support

Underspend of £14.8k is mainly on payroll cost as some colleagues opted out of pension scheme.

Corporate Staffing Cost

Corporate staffing budget is underspent by £13.7k. This underspend is on direct payroll (8.4k) re pension opt-outs; Occupational Health referrals (1.2k); travel costs (1.3k) and Other expenses supporting staff (2.3k).

Income

Income in first six months was £11k more than budgeted. This is due to a Kickstart grant of £4.4 received and Belle Isle Senior Action related grant of £6k received during this period. These were not originally budgeted for.

Conclusion

It is anticipated that when the exceptional repairs adjustments are made, that the overall result for the 6 months will be towards a break-even position. It should be noted however that the inflationary uplift for the main repairs contract has taken effect since 1st October and that further pressures will be evident by the year end.

Recommendation

The Finance Committee recommends that the Board ACCEPTS the above report and raises any queries.

3.4.2 Capital accounts

Capital expenditure 2022-23

Spend to 21.10.22

Scheme Title	2022-23	2022-23	2022-23
	Budget		
		TOTAL	RESIDUE
£000's			
REACTIVE BOILER REPLACEMENT		0.4	(0.4)
PLANNED BOILER REPS	150.0	202.1	(52.1)
RE-ROOFING OF SLATE PROPERTIES	275.0	220.8	54.2
OTHER ROOFS	10.0	0.9	9.1
CHIMNEYS/CANOPIES	20.0	0.0	20.0
MUTUAL EXCHANGES	25.0	0.0	25.0
FIRE RISK	100.0	0.0	100.0
LEGIONELLA	5.0	0.0	5.0
TIMBER FRAMED PROPERTIES	175.5	154.9	20.6
Four Flat Blocks - ENTRANCES	0.0	10.5	(10.5)
REACTIVE ELECTRIC UPGRADES	30.0	0.5	29.5
KITCHENS AND BATHROOMS	125.0	237.8	(112.8)
THREE STOREY BLOCKS	75.0	128.8	(53.8)
ADAPTATIONS	280.0	91.8	188.2
DECENCY FAILURES	25.0	38.8	(13.8)
PUBLIC FOOTPATH RENEWAL SCHEME	15.0	0.0	15.0
Public Footpaths	15.0	0.0	15.0
RE-POINTING SCHEME	50.0	0.0	50.0
EXTERNAL GRP DOORS	15.0	1.7	13.3
FENCING	30.0	(0.0)	30.0
BELLE ISLE CIRCUS FENCING	81.0	0.0	81.0
PLANNED ASBESTOS	30.0	16.2	13.8
ENVIROVENT CONDITIONING	5.0	0.0	5.0
BITMO VOID REFURBS	180.0	0.0	180.0
Thermal Efficiency	212.5	0.0	212.5
Adhoc Capital	25.0	4.0	21.0
Total	£1,954.00	£1,109.28	£844.72
		56.77%	43.23%

Some budget areas are overspent due costs being incurred over the last year end which partly fell into the current year. This includes, in particular, boiler and kitchen installations as well as the three storey blocks.

Areas which may or will have an underspend at the year-end include:

- Re-roofing of slate properties. A saving of £54k has been achieved in the Mansard Roof scheme second stage.
- Fire Risk. Remedial works following the receipt of consultants fire risk assessments have so far proved to be less extensive than originally thought.
- Thermal efficiency work – as discussed below

It is not thought likely that underspends will be possible in the following:

- Adaptations – where some very large schemes are likely to be underway shortly.
- Void (empty properties) – refurbishments. A problem with the Cx system has meant that jobs had to be booked to revenue cost codes. An exercise is currently underway to charge these to capital. An underspend in this area looks unlikely at present.

The expected cost of the Belle Isle Circus fencing has increased again, this time from £81k to £86k (the final price may vary at the time of commissioning). The Finance Committee has asked why costs have increased from the level of some £60k of 3-4 years ago. LCC has stated that the increase is simply due to the cost of materials. Cement alone has gone up 30% and the cost of steel fluctuates on a daily basis.

Overall therefore it is expected that the allocated capital budget for the year will be fully spent, although there will need to be some re-allocation between schemes.

Recommendations

A] The Finance Committee recommends that Board ACCEPTS the above report and raises any queries;

B] Board is also asked to AGREE as to whether to proceed or not with the Belle Isle Circus fencing project.

3.5 Estate Investment & Reserves

Board has previously concluded that thermal efficiency work is highly important for tenants in the present cost of living crisis. Front-loading work on thermal efficiency would be most advantageous to Belle Isle tenants, if such a project could be fast-tracked.

Work has begun to pull this together as a major project, but it is something which entails considerable preparation. The project needs to be knitted together so that schemes work in tandem and comparison needs to be made to indicate the best way forward for each property type and each individual property.

It is proposed that the budget for thermal efficiency for 2023-24 should be the largest capital budget item going forward.

Current work in progress calculations:

Draft 5 Year Investment Plan

(i) Planned

Scheme	2023/24					Notes
	Year 1	Year 2	Year 3	Year 4	Year 5	
	£1,720,000	£1,720,000	£1,720,000	£1,720,000	£1,720,000	
Kitchens and Bathrooms	£150,000	£150,000	£140,000	£135,000	£130,000	1
Mansard Roofs	£182,648	£170,471	£158,295	0	0	2
Fire Remedial Works	£30,000	£20,000	£10,000	£10,000	£5,000	3
Boiler Upgrades	£150,000	£150,000	£150,000	£150,000	£150,000	4
Pointing	£50,000	£50,000	£50,000	£50,000	£50,000	5
Thermal Efficiency	£437,352	£480,529	£538,205	£713,000	£733,000	6
Chimneys/ Canopies	£30,000	£25,000	£20,000	£20,000	£20,000	7
Total	£1,030,000	£1,046,000	£1,066,500	£1,078,000	£1,088,000	

*Based on joint annual capital and cyclical budget of £1,720,000

NOTES	Comments
1	Average kitchen £6,500, bathroom £4,000
2	£12,176.50 per roof from current costs
3	Annual FRA review will be required. Likely works due to changing regs but reducing
4	High number still require renewing within period. Review of gas boiler strategy required
5	Pointing on the estate is poor and small adhoc properties will require this
6	Increasing budget over 5 years for priority area based on other areas reducing
7	Programme to remove over 5 year programme problem areas outside of thermal efficiency programme

(ii) Reactive

5 Year Repairs Investment Plan						
	2023/24					
Scheme	Year 1	Year 2	Year 3	Year 4	Year 5	NOTES
	£1,720,000	£1,720,000	£1,720,000	£1,720,000	£1,720,000	
Fencing	£30,000	£30,000	£30,000	£30,000	£30,000	1
Footpaths	£15,000	£10,000	£5,000	£5,000	£5,000	2
Electrical Remedial Works	£30,000	£25,000	£20,000	£20,000	£20,000	3
Windows and doors	£20,000	£20,000	£20,000	£20,000	£20,000	4
Roofing	£15,000	£15,000	£15,000	£15,000	£15,000	5
Adaptations	£200,000	£200,000	£200,000	£200,000	£200,000	6
Asbestos	£30,000	£30,000	£30,000	£25,000	£20,000	7
Structural Works	£30,000	£30,000	£30,000	£30,000	£30,000	8
Decency Failures	£25,000	£25,000	£18,000	£15,000	£10,000	9
Unadopted Roads	£15,000	£10,000	£7,500	£5,000	£5,000	10
Damp Works	£25,000	£25,000	£25,000	£25,000	£25,000	11
Capital voids	£150,000	£150,000	£150,000	£150,000	£150,000	12
Legionella	£5,000	£4,000	£3,000	£2,000	£2,000	13
Adhoc capital work	£100,000	£100,000	£100,000	£100,000	£100,000	14
Total	£690,000	£674,000	£653,500	£642,000	£632,000	

*Based on joint annual capital and cyclical budget of £1,720,000

NOTES	Comments
1	Planned on demand through repairs inspections
2	Annual inspections - based on works carried out reducing spend over a 5 year period
3	Based on rolling testing period
4	Planned on demand through repairs inspections
5	Planned on demand through repairs inspections
6	Adaptation requests are increasing and average annual spend of approx £200k
7	Reducing budget as volume of surveys and removals increase
8	Issues on Broom Nook, Aberfield Drive and adhoc properties
9	Individual elements of adhoc failure - to reduce through planned investment
10	Annual inspections - based on works carried out reducing spend over a 5 year period
11	Not expected to reduce. Increase effectiveness of eradicating
12	Void costs consistent each year - not foreseeing a reduction
13	RA's to incorporate any remedial works
14	To incorporate unforeseen problems e.g. 6 Broom Nook and other issues

Proposed Thermal Efficiency Programme

Outline draft costs

Potential costs per property

Element	Cost
Roof	£5,500
Pointing	£5,000
Canopy	£2,000
Insulation	£2,000
Loft Insulation	£500
Rainwater Goods	£2,000
Ventilation	£1,000
Design Fees	£500
Total	£18,500

Potential programme costs

Year	Year 1	Year 2	Year 3	Year 4	Year 5
Budget	£437,352	£480,529	£538,205	£713,000	£733,000
Units	24	27	30	39	41
Total No. Properties	161				

In order to help facilitate this project, BITMO has consulted with its main contractor and with Leeds City Council to make an application under the Governments 'Social Housing Decarbonisation Fund Wave 2.1'. The application has not proceeded as work between LCC and Mears has not been sufficiently advanced to achieve the deadline for applications of 18th November 2022.

Other funding applications are also being considered for Eco 4 which is designed to provide support to improve the least energy efficient housing stock.

BITMO has reserves intended for estate improvements. Current spend from the Community Fund is well below budget in terms of estate improvements and an injection of capital investment is therefore thought wise. An excess spend on capital investment, over and above the budget allocated from Leeds City Council, could potentially therefore be met by means of spend from BITMO's reserves.

Reserves

Current reserves stood at £1,763k as at 1.4.22.

Of this some £750k is required as a minimum level of reserves.

That means that some £1m is available for spend on the estate, via whatever mechanism is adopted at any particular time. The present mechanism is the Community Fund detailed above. The present rate of usage of the fund is relatively low and so some acceleration of spend would be potentially advantageous to tenants.

Investing in thermal efficiency work would be of considerable benefit to tenants.

An injection of £200k would add significantly to the budgeted spend on this area for 2023-24. It may be that some, if not all, of this sum may be brought in by way of grant funding as above. If so then further investment can be considered to help in this crucial area of investment which has a direct impact on tenants wellbeing and financial resilience.

It should be noted that Leeds CC faces considerable financial pressures going forward and it is not certain whether the capital investment programme will be maintained at current flatline levels. It has been seen to be a major priority area of spend to date but this cannot be guaranteed going forward.

Recommendations

The Finance Committee recommends that the Board:

- ACCEPTS the above report and raise any queries.
- APPROVES, in principle, that an element of the planned thermal efficiency budget for 2023-24 may be paid from reserves (up to £200k). To be confirmed at Board budget discussions in January 2023.

3.6 Charity application

It was previously reported to the Board that a response had been received from the Charity Commission on the above application.

Two principal issues remained:

(i) Charitable Objects

The BITMO Board agreed to a further simplification of the Objects of the charity.

This would give more impact to the statement and also give some flexibility for the organisation to grow for the future.

The Charity Commission has subsequently commented that it has no objection to the following form of words:

“The objects of the CIO are to relieve poverty for the public benefit of those living in Belle Isle, Leeds by the provision of all the necessary support designed to enable individuals to enjoy self-sufficiency through a sustainable income, improved well-being and a healthy environment.”

It is proposed that the constitution is therefore amended as above.

(b) Independent Trustees

The Charity Commission required that a majority of trustees be independent from BITMO control.

It is therefore proposed that the present three BITMO nominated trustees be reduced to two; being the BITMO Chair & Chief Executive

It is also proposed that requests be made to:

- Local schools – Clapgate, Windmill, Springfield
- South Leeds Youth Hub
- Belle Isle Senior Action
- Manorfield Hall.

A minimum of three additional trustees will be needed, although more should be appointed if possible to give a greater depth of experience.

Recommendations

The Finance Committee recommends that the Board (as controlling entity of the charity):

1. ACCEPTS the above revised Objects Clause;
2. AGREES that the above organisations be approached in order to gather at least three additional independent trustees.

3.7 National Federation of Tenant Management Organisations

Board has previously agreed that BITMO may provide a fee-based secretariat service to NFTMO.

After considerable discussions and delays there is now agreement from the NFTMO Executive that the arrangement may go ahead.

A Service Level Agreement will therefore be signed shortly and work will begin on two initial areas of work:

- (i) Website upgrade
- (ii) Membership contact with a renewal campaign

The Finance Committee has requested a copy of the final agreed Service Level Agreement. This will follow shortly.

Recommendations

The Finance Committee recommends that the Board ACCEPTS the above report.

4. Scheduled Reports

4.1 Safeguarding

A Safeguarding Log is maintained and reviewed every two weeks by the Chief Executive, Head of Governance and Finance and tenancy Support Manager.

Concerns are relayed to relevant agencies as necessary and suitable liaison is maintained depending on the circumstances of each case.

There are currently nine live cases on the Log. They have the following characteristics:

- Domestic violence 4
- Other domestic abuse 1
- Self-neglect 2
- Child concerns 1
- Other violence 1

Quarterly reports are conveyed to LCC management about the level of cases being dealt with.

In addition to the above BITMO undertakes regular monitoring of perceived Tenants at Risk. This is to identify potential cases where early intervention could prevent a safeguarding concern arising.

21 to 27 November is National Safeguarding Adults Week and BITMO has signed up with the Ann Craft Trust via LCC so that additional messaging may be relayed to residents by website, social media and posters. Staff will be notified.

Recommendations

The Board is asked to ACCEPT the above report.

4.2 Complaints

Summary



COMPLAINTS AND COMPLIMENTS SUMMARY

1st April to 31 October 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>	0	0	0	0	0	0	0
<i>Carrying out repairs</i>	14	Service	7	1	7	5	6
<i>Collecting rent</i>	1	Policy	1	0	0	1	0
<i>Managing tenancies</i>	2	Policy	1	0	1	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	17	Service	9 out of 17	1 out of 17	8 out of 17	8 out of 17	6

Comments

From 1st April 2022 to 31st October 2022 17 complaints were received. The majority of complaints involved Repair Issues (14) with the remainder being about Managing Tenancies (2) and Collecting Rent (1). Most complaints (13) were resolved at Stage 1 of the complaints process. 4 were escalated to stage 2. 9 out of the 17 complaints were responded to within the 10 working days timescale. 9 complaint (52.9%) 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 complainants of the delays. 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 complaints escalated to Stage 2 during this period have not been sent to the Housing Ombudsman to date. Of the 17 complaints received 1 (5.9%) was upheld in the complainants favour, 8 (47.05%) were partially upheld and 8 (47.05%) were not upheld. During this period 6 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.

Historic data

	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

A large number of complaints were received in October 2022 (9).

Historically, numbers increase in the months before Christmas as people want their repairs doing before they decorate for Xmas etc.

Two of the nine October complaints were at Stage 2. Note that each stage is counted as a complaint.

The other seven were:-

- Tenancy management – breach of tenancy – subletting/unauthorised repairs.
- Tenancy Management – Rents Policy - letter sent to an elderly person re arrears.
- ASB issue – untidy garden – complaint about inaction to resolve.
- 3 were repairs – alleging lack of communication/not undertaking repairs in a timely manner.
- 1 was repair and racism – delay in undertaking repairs with accusation of systemic racism

Recommendations

The Board is asked to ACCEPT the above report.

5. Board forward plan

(i) Meetings schedule

The following schedule sets draft proposals for Board meetings for the coming year.

Date	Headline Report	Discussion topic	Area for Scrutiny and approval (not including standing items)
October 6 th	Urgent matters, Correspondence, Estate issues and Tenant feedback		Board elections
November 24 th		Community Fund	Safeguarding Complaints Performance KPI's Finance Committee Anti-Social Behaviour – deferred
December		No Meeting	N/A
January 26 th		STAR survey TBC	Budgets Anti-Social Behaviour Repairs Risk Register Finance Committee
March 30 th		To be set by Board	Budgets Safeguarding Retirement Life
May 25 th		To be set by Board	GATE Programme Performance KPI's Health & Safety Report Finance Committee
July 27 th		To be set by Board	HR Report Statutory Accounts Safeguarding Anti-Social Behaviour Complaints Finance Committee
August		No meeting	N/A
September 7 th		To be set by Board	AGM Performance KPI's Repairs GATE programme Finance Committee
September 28 th			

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

The Finance Committee is the only current standing sub-committee – reporting as above.

(ii) Board Member Bitesize Learning Sessions

Date	Title
Oct 2022	Being a Board Member Skills training and responsibilities.
Nov 2022	Handling Complaints How the process works and what a complaints panel will examine
Jan 2023	Rents and Tenants Responsibilities An update on rent collections and how we support a positive payment culture.
March 2023	Lettings & Tenant Support How we let properties and support our tenants.
May 2023	Health & Safety Primary areas regarding TMO operations
July 2023	Repairs & Maintenance An overview of Responsive and Planned works
Sept 2023	GATE activities Impact and development

Recommendation for Approval

Board members are asked to discuss and approve the above forward plan.

5. Any Other Business

5.1 Christmas Office Opening Times

Proposed opening times:

The office and GATE will close at 4pm on Friday 23rd December and open at 9am on Tuesday 2nd January

We will open the GATE on Wednesday 28th, Thursday 29th, and Friday 30th December to provide meals, hot drinks and support and advice between 10am and 4pm. Repairs and tenancy enquiries will be dealt with by phone. People who do not wish to take leave may be asked to attend the office to support GATE colleagues on these three days.

All services for Retirement Life customers continue as normal.

5.2 Christmas food events

- 14.12.22 Retirement Life meal – paid
- 20.12.22 Families Xmas buffet and film
- 21.12.22 Two meal session 2 x 30 people for those in need (nominations welcome)
- 28.12.22 Meals for residents
- 29.12.22 Food available for residents
- 30.12.22 Breakfast available

Recommendations

The Board is asked to ACCEPT the above operating plan over the Christmas period.

APPENDIX 1

FULL BOARD MEETING MINUTES

6th October 2022

**FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 6th October 2022**

Present: Sharafath Ghafiri
Jean Burton
Cllr Paul Truswell
Cllr Sharon Burke
Ashley Knowles
Lamin Makalo
Harry Austin
John Oddy
Julie Rhodes
Tracey Morris
Steve Lamb

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

PART A – Public Agenda Items

Apologies

Apologies were received from: Margaret Brown, Kay-Lee Marshall

Questions from the Public

One member of the public was present. There were no questions raised.

Issues raised by Board Members for the Agenda

There were no issues raised.

Bitesize Training – Becoming a Board Member

Bitesize training about becoming a Board Member was presented at the meeting.

Meeting Chair

Board member Sharafath Ghafiri was nominated to chair the meeting until Item 4. The CEO chaired the meeting for Item 4 when the election to Board roles took place. Sharafath Ghafiri chaired the meeting as appointed chair thereafter.

1. Minutes and Matters Arising

The minutes of the Board meeting held 8th September 2022 were approved.

a. Matters Arising from the Full Board Meeting held on 8th September 2022

Item	Update
Asset Based Community Funding proposal.	Further liaison with Vic Clarke & Verity O'Hara, at LCC Adults and Social Health Directorate, in order to create a detailed project proposal.
Board mandatory training	Equality & Diversity training being pursued via Voluntary Action Leeds and via Leeds internal systems.
West Yorkshire Fire Service	Fire statistics for the area requested.
Community Garden at West Grange Road	One planter has been stocked with parsley, onions, radishes and other edibles. Work on a second planter is underway.

Recommendation for Noting

The Board were requested to:-

- APPROVE the minutes of the meeting held on 8th September 2022

Approved.

- NOTE the matters arising updates.

Noted.

2. Election of Board members at the Annual General Meeting 2022

The Head of Governance and Finance gave a report on the Board elections held at the Annual General Meeting held on 29th September 2022.

He advised that the following people were elected to the Board:-

- Steven Lamb
- Tracey Morris
- Lisa Caley

There were three candidates for five places and so there was an uncontested election confirmed by shareholders.

Recommendation:

The Board were recommended to ACCEPT the report.

Accepted.

3. Appointment of Co-optees to the Board

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

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

The nominations were:-

- Councillor Sharon Burke
- Councillor Paul Truswell

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

- Margaret Brown
- Ashley Knowles
- Rose Hodgkinson

Recommendations:

The Board was asked to APPROVE the following:-

- Co-option of Cllr Sharon Burke and Cllr Paul Truswell
- Co-option of Margaret Brown, Ashley Knowles and Rose Hodgkinson

Approved

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

The following Board Members were elected to Board roles as follows-

It was agreed that these persons should be appointed in those posts.

There were two Board members nominated for the role of Chair. These were Harry Austin and Sharafath Ghafiri. Following a secret ballot Sharafath Ghafiri was elected Chair.

There were single expressions of interest in the following posts:

- Vice Chair & Treasurer – Harry Austin
- Vice Chair and Board Secretary – Jean Burton

Summary of appointments:

- Chair – Sharafath Ghafiri
- Vice Chair and Treasurer – Harry Austin
- Vice Chair and Board Secretary – Jean Burton
- Vice Chair and Services Lead – Vacant

The first three of these positions are a requirement on the Rules of the TMO, the fourth one is optional.

A description and the requirements of the role was provided.

Informal interest from other Board members was sought for the following roles/area of activity;

- **Sheltered Housing** – social events and volunteering
- **Equalities** – championing equality and diversity
- **GATE and Community Events** - Christmas events, Belle Isle Gala and GATE activities
- **Publicity** – involvement in the website, social media and other communications (including Bits 'n' Pieces)
- **Repairs and Maintenance** – reviewing performance on repairs and gas contract
- **Estate and Environment** – monthly estate walkabouts
- **Finance (revenue and capital)** – on a regular liaison basis
- **Recruitment** – participation in recruitment panels

Recommendations Approved

Board members were asked to approve;

- Board Officers Appointments for the coming year
- Confirm their interest in the activities/groups above

Approved as above

Board Members were asked to contact the CEO or Head of Governance & Finance if they wish to register their interest in any of the above roles/groups.

5. Board Forward Plan

The proposed Board Forward Plan for the forthcoming year was presented for approval.

Date	Headline Report	Discussion topic	Area for Scrutiny and approval (not including standing items)
October 6 th	Urgent matters, Correspondence, Estate issues and Tenant feedback		Board elections
November 24 th		Community Fund	Anti-Social Behaviour Safeguarding Complaints Performance KPI's Finance Committee
December		No Meeting	N/A
January 26 th		STAR survey TBC	Budgets Repairs Risk Register Finance Committee
March 30 th		To be set by Board	Budgets Safeguarding Retirement Life
May 25 th		To be set by Board	GATE Programme Performance KPI's Health & Safety Report Finance Committee
July 27 th		To be set by Board	HR Report Statutory Accounts Safeguarding Anti-Social Behaviour Complaints Finance Committee
August		No meeting	N/A
September 7 th		To be set by Board	AGM Performance KPI's Repairs GATE programme Finance Committee
September 28 th			

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

The Finance Committee is currently the only current standing sub-committee.

The following Bitesize Learning sessions were proposed for the forthcoming year:-

(ii) Board Member Bitesize Learning Sessions

Date	Title
Oct 2022	Being a Board Member Skills training and responsibilities.
Nov 2022	Handling Complaints How the process works and what a complaints panel will examine
Jan 2023	Rents and Tenants Responsibilities An update on rent collections and how we support a positive payment culture.
March 2023	Lettings & Tenant Support How we let properties and support our tenants.
May 2023	Health & Safety Primary areas regarding TMO operations
July 2023	Repairs & Maintenance An overview of Responsive and Planned works
Sept 2023	GATE activities Impact and development

Recommendation for Approval

Board members were asked to discuss and approve the above forward plan.

Approved.

6. An overview of the Organisation

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

Recommendations

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

Noted.

Board members were asked to NOTE and COMPLETE the following forms:-

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

Noted.

7. Any Other Business

There was no other business.

Date of Next Meeting: 24th November 2022 at 6.00pm

APPENDIX 2

Change and communication policy

Date September 2022

	Author	Checkers	Approver
Name	Deborah Kelly	BMT/ Colleague Forum / Trade Unions	Board
Position	CEO		
Date	August	September	
Process Reference No.			
Other Process Reference			

Contents

Policy Statement	49
Change	49
Figure 1 The SARAH Curve	49
When thinking about change we will consider its impact and who it effects	50
We will think about how complex and time consuming the change will be	50
Table 1 Types of change	51
Communication	51
All Team Meeting	51
Colleague Briefing	52
Suggestion Box	52
Team Meetings	52
Core Brief	52
Figure 2 The CORE brief Cycle	52
One to Ones	52
Appraisals	52
Colleague Forum	53
Union meetings	53
Board Meetings	53
Management Team Meetings	53
WOW Groups	53

Policy Statement

We recognise that how we manage change and how we communicate are crucial to having an engaged vibrant workplace. We want to support successful change management, and we want to have meaningful two-way communication up, down and across the organisation. This policy sets out the minimum expectations for change management and communication so that all colleagues will understand the standard that managers and leaders are to be held to.

Change

Experiencing change is a fact in every aspect of life. Some change is imposed on us, some change we seek out and create, some change lies in the middle.

At BITMO it is important that we understand the impact of change on our colleagues and manage it in a way that minimises negative impact and supports people through the process.

It is generally considered to be true that people don't like change. It isn't true for everyone, but it is a rule of thumb. People adapt to change in different ways but there are some general stages that people are likely to experience when faced with change.

The process of adapting to change has been described by many as a curve. The change curve has much in common with the grief process. It encompasses Shock Anger Rejection Acceptance and Hope. This is called the SARAH curve.

Figure 1 The SARAH Curve



The theory underlying this model of adaptation to change is that our state of mind, and the passage of time are both at play in indicating how we will adapt to change, and that we are all likely to go through all the stages of adaptation to a greater or lesser degree.

The underpinning factors that support successful organisational change are:

1. The sense that there is a real benefit to the change for both the organisation, and the individual
2. A belief that the change is necessary
3. Self-esteem, and resilience – confidence that as an individual you can cope with uncertainty
4. Clear guidance on what practical difference the change will involve for individuals.

The kind of change we encounter at work includes:

Changes in work processes, changes in job roles, restructures, colleagues leaving, new people joining. All of these require people to adapt.

It is the role of Managers at BITMO to help people to adapt in these circumstances, and we will do this by:

- Being clear about expectations
- Understanding how you feel about the change
- Providing opportunities to discuss what support you need to adapt

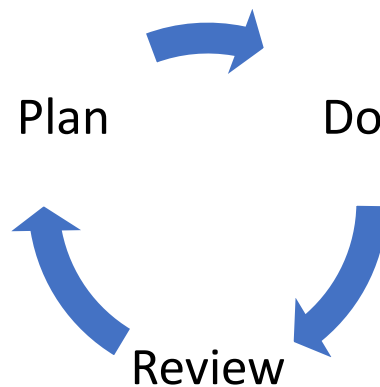
There are some principles that we will employ when implementing change, and they vary according to the kind of change that it is. Essentially, we judge whether an event is “change”, or it is “business as usual”. We will consult with colleagues on some forms of change, and sometimes will advise and explain.

When thinking about change we will consider its impact and who it effects.

One team ?	Multiple teams ?
Customers ?	Individuals ?

We will think about how complex and time consuming the change will be

We will think about who needs to be involved and what support will be needed to manage the change successfully. We will build in review stages to make sure that the changes we make are working in the way intended. The PLAN, DO, REVIEW cycle is a key part of our approach.



The table on page 5 gives an idea of the different kinds of change we deal with, where decisions are made and how we will communicate the change.

Table 1 Types of change

Scale of change	Type of change	Example	Decision level	Communication approach
Significant	Restructure	Creation or deletion of roles, significant change to roles	Board	Broad companywide communication, 3 stage consultation with individuals, consultation with Unions
	Terms and conditions			
	Minor changes to job description	Marginal change in duties.	BMT	3 stage consultation with individuals
Moderate	Changes to workflow	Mapping how we deliver a service	BMT	Team collaboration to co-design workflow (See WOW groups below)
	Operational policies and customer information	Communication SOP	Board/ BMT	Team collaboration Consultation with Colleague Forum
	Change in operations	Change in opening hours	Board	Inform teams and explain reasoning
	Change in priorities that affect work plan	Staff absence that needs to be managed	Manager	Discuss options with teams affected
Minor	Re-allocation of work	Shifting food bank vouchers from housing counter to GATE	BMT	Inform teams and explain reasoning
	Short term change	Closing the office to deal with an issue	Duty Manager	Inform ALL teams and explain reasoning

Communication

We have various mechanisms for communication at BITMO, they are all designed to facilitate two-way conversations with a purpose, but they work in different ways. All colleagues are invited to use the various channels to their fullest.

All Team Meeting

These meetings involve ALL staff and take place face-to-face at least 4 times a year. They are a space for key business messages that are quite involved to be delivered and understood, for example a presentation on risk, financial position, or BITMO strategy. They are also the arena in which policy briefings take place.

Colleague Briefing

The Colleague Briefing is an informal weekly round-up of news and events from the current week and on the horizon.

Suggestion Box

This, as the name suggests is an actual box where people can post questions and suggestions (anonymously if they wish). It is in the staff entrance. All questions and suggestions are responded to by the Chief Executive.

Team Meetings

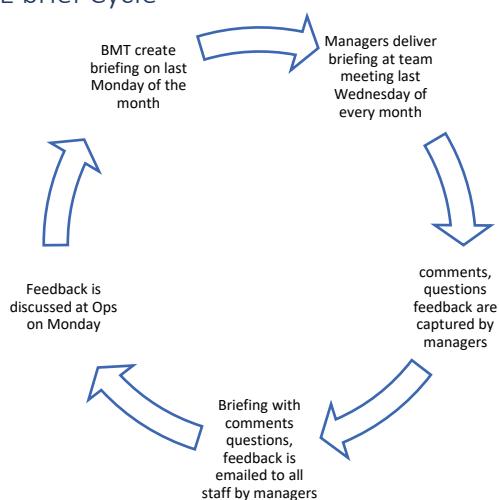
These happen within distinct teams and are an opportunity to review working arrangements, performance, and team matters that have most significance to the people in the team rather than the broader organisation. These take place on the last Wednesday of every month (unless there is an All-Team Meeting on that day). The Core Brief is delivered at the Team Meeting. Teams can choose a more frequent arrangement, this is the minimum.

Core Brief

All colleagues will receive core information in a verbal briefing in the same way, on the same day, every fourth Wednesday of the month. The purpose of the briefing is to generate conversation with a purpose that is two-way. It should enrich what we do, ensure we all have a voice and the opportunity to influence.

It is important that the briefing is delivered consistently, and that questions comments and other feedback are captured by Managers, noted down and discussed at the Ops Meeting on the following Monday, and then responded to.

Figure 2 The CORE brief Cycle



One to Ones

Every member of staff should have a one to one at least every eight weeks. The one to one is an opportunity to focus on individual well-being, alignment with organisational goals and performance.

Appraisals

The appraisal is about thinking about what works well, and how work can be improved. It covers goals, motivation how we can work better together and barriers to success.

Colleague Forum

The Colleague Forum meets once a month and provides the opportunity to consult a group of staff on work that is underway, to get a range of perspectives and improve what we do. It might be on a procedure, on customer facing information, or on how best to implement a piece of work. It can be a place to discuss ideas, and get support for an initiative that colleagues would like us to implement. The Colleague Forum is not a space to discuss terms and conditions, and it does not replace the important role of the Unions.

Unions

All staff are encouraged to join a Union. Union meetings in work time are supported. The CEO and the HR Manager meet regularly with Union representatives to discuss any matters that are raised with the Union and to discuss how work can be enhanced for all colleagues. We have an ongoing consultation and dialogue with the Unions at an Officer level around policies, terms and conditions and change

Board Meetings

All colleagues are encouraged to attend and observe Board Meetings. They take place 6 times a year. They are where strategy, policy decisions, and priorities are discussed and decided.

Management Team Meetings

The Management team meet three times a week to discuss routine operational matters. They meet every six weeks or so to discuss strategy and priorities. All colleagues are welcome to raise a matter for discussion and response. Key messages from BMT will be clearly highlighted in the subsequent colleague briefing.

WOW Groups

Ways of Working groups are set up to co-design work processes and operational procedures. They are essentially task and finish groups. We are working towards a position where all key business processes will have clear Standard Operating Procedures (SOPS) underpinning them. Those SOPS are co-designed by all the people involved the process. It is only after every relevant person has been involved in designing and “test driving” the process and the detailed work instructions, that the change or process will be launched. Colleagues should have the opportunity to influence what we do and how we do it.

APPENDIX 3

DRAFT TRAINING PLAN

BITMO Proposed Training Plan

Management Training						
						Various, online and face to face / blend. St Johns £366 (2 day), £246 (1 day).
Mental Health first aiders – requals+ new	4	0	0.00	Medium		
Apprenticeship in Leadership & Management (level 3 Team leader)	8	0	0.00	Medium	Free, via LCC Apprenticeship levy (TBC)	
Data Essentials L3, Senior Leader L7, BSC (HONS) Project	8	0	0.00	Medium	Via QA, free (via Apprenticeship Levy)	
Managing people through change	8	0	0.00	Medium	Book via PALS, 1 day £0, face to face, Leeds.	
PALS various E&D subjects (banter in the workplace, unconscious bias etc)	37	0	0.00	Medium	Online via PALS, £0	
Mgt training	3	695	2085.00	Medium	Via Management training	
ACAS Managing discipline and grievance	2	900	1800.00	Medium	ACAS onsite, £900 full day (2 x sessions), £570 ½ day.	
ACAS Managing unacceptable workplace behaviours	2	900	1800.00	Medium	ACAS onsite, £900 full day (2 x sessions), £570 ½ day.	
ACAS conducting investigations	2	900	1800.00	Medium	ACAS onsite, £900 full day (2 x sessions), £570 ½ day.	
ACAS Managing absence at work	2	900	1800.00	Medium	ACAS onsite, £900 full day (2 x sessions), £570 ½ day.	
ACAS Understanding Performance Management	2	900	1800.00	Medium	ACAS onsite, £900 full day (2 x sessions), £570 ½ day.	
		5595	11085.00			
Operational skills						
Safeguarding Level 2 Mgr/supervisor	8	0	0.00	High	£0, 4 hours, book via PALS.	
Civica Pay	4	0	0.00	High	BMT	
Team Leader / Mgt training - Apprenticeship/NVQ	4	0	0.00	High	Apprenticeship Via LCC or QA, £0, details TBC	
First Aid refreshers & requalification's – various FA courses	4	0	0.00	High	Active Leeds, various costs, online & face to face / blend.	
Dealing with Aggressive & confrontational behaviour	8	0	0.00	High	Various options - £TBC	
WYFS Safe & Well Visit Training	20	0	0.00	High	WYFS, 1.5 hrs, book via PALS, £0	
LCC mandatory training	37	0	0.00	High	Safeguarding, Fire Safety Awareness, Information Governance	
Induction Training	37	0	0.00	High	BMT	
Safeguarding Plus	37	0	0.00	High	Online via PALS, £0	
Functional Skills L2, Maths, English and ICT	37	0	0.00	High	Free via Learn Direct	
CIH Trauma informed approaches to hoarding disorder	3	215	645.00	High	Online, 3 hours, £125 member £215 non-member	
CIH Effective ASB case management	2	215	430.00	High	Online, 3 hours, £125 member £215 non-member	
Welfare benefits training	5	400	2000.00	High	Confirmed - Gipsil, onsite x 2 sessions, £400 per day (6-16 participants).	
Tenant Support	2	0	0.00	High		60342730
Tenant and landlord responsibilities	37	0	0.00	High	BMT	
BITMO void standard	37	0	0.00	High	BMT	
ASB policy and procedure	37	0	0.00	High	BMT	
Recharges	37	0	0.00	High	BMT	
Mutual Exchanges	37	0	0.00	High	BMT	
CIH Housing Support and the Mental Capacity Act	2	171	342.00	High	1 day face to face 10-4pm, £2,750, max 16 delegates (£171pp)	
Equality and diversity training	37	35	1295.00	High	Sharon	
			4712.00			
R&M training						
CITB HSE training & CSC Card	4	175	700.00	High	Safety Maintenance Co, 2 days, Pudsey Leeds, £130, plus £45 for CSCS Card/test (same day)	
CITB Site supervisor safety training & CSCS Card	1	310	310.00	High	Safety Maintenance Co, 2 days, Pudsey Leeds, £270, plus £45 for CSCS Card/test (same day)	
Gas safety	8	400	3200.00	Low		60021743
HNC in building surveying level 4 / 3	1	2680	2680.00	High	Leeds College of building,	
Fire Safety & emergency incident officer training – Wardens	4	0	0.00	High	PALS, online, 25 mins, £0	
			6890.00			
CIH Level 2/3 Certificate in letting and managing housing	2	780	1560.00	High	Level 2 Online £450pp, 12 weeks.	
CIH Level 5 Diploma in housing	2	3120	6240.00	Medium	Online, £2,790pp, 12 months.	
CIH Level 2/3/4 certificate in Housing practice for front line staff	6	920	5520.00	High	Level 2 Online £600pp, 16 weeks.	
		9421	13320.00			
Total training costs			36007.00			