



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION**

BOARD MEETING

AGENDA AND PAPERS

Thursday 25th January 2024 at 6.00pm

Refreshments from 5.30pm

**BITMOs GATE
Aberfield Gate
Belle Isle
(With Teams 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 25th January 2024
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

Presentation: Representatives from the Joseph Aspdin Skills Trust will outline the work of the trust and how it can impact on the Belle Isle area.

Bitesize training:

Regulatory Framework and the Social Housing Act 2023

Meeting items:

1. Minutes and Matters Arising from the Board meeting held 30th November 2023 (page & Appendix 1, page 31)
2. Operational reports and relevance to regulatory framework (page 6 and Appendix 2, page 42)
3. Finance Committee reports (page 14)
4. Tenant ballot 2024 (page 23 and Appendix 3 page 47)
5. Complaints Annual Self-Assessment (page 25 and Appendix 4 page 58)
6. Board Forward Plan – meeting dates and times for the coming year (page 27)
7. Any other business (page 41)

Part B – Confidential Items (Part B papers - separately enclosed)

BITMO Board meeting 25th January 2024

Executive Summary

Agenda item	Topic	Why is this important	What can BITMO do as a result	What are the Board being asked to do
Presentation item	Work of the Joseph Aspdin Skills Trust	The Trust is engaged in education and training regarding the building industry regarding LS10 and 11.	They may be opportunities for joint working in line with BITMO's green agenda.	Discuss potential partnership working.
Bitesize training	- Regulatory Framework for Social Housing	- Framework relevance and its impact on reporting	- Review operational reports in the context of the current regulatory framework	Take a full part in the training programme, which will be expanded going forward.
Operating reports	- Operational update - Performance - Growth - Service offer - Flat consultation - Ginnel security	Presentation of reports has altered to bring more clarity to decisions and relevance to legislation.	Continue to improve Board control and impact of decision making.	Make decisions on each item.
Finance Committee reports	- Gate kitchen - Revenue accounts - Capital accounts - Grant apps	Review the findings and recommendations of the Committee.	Continue to oversee and monitor financial stewardship of the organisation.	Agree any recommendations of the Finance Committee.
Tenant Ballot Plan	Five Yearly Ballot of tenants and leaseholders	A successful outcome is essential for BITMO's continued existence.	Ensure the plan is robust.	Comment and Agree the plan.
Complaints Self-Assessment	To comply with regulation requirements.	Compliance is a high priority for the Housing Ombudsman.	Continue to monitor complaints handling.	Monitor and Accept the report.
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 30th November 2023 (Appendix 1)**. The table below details updates on items not dealt with elsewhere on the agenda.

Full Board 30th November 2023

Item	Update
GATE kitchen refurbishment	Works underway and on target.
Winter Warmth Campaign	Progressing very well with majority of budget spent.
Health & Safety Forum	Meeting will be held on Wednesday 14 th February. The agenda will cover: 2022-23 report, recent incidents, risk assessments and any other business.
Belle Isle Green Spaces	Following the presentation at the last Board meeting, a meeting was held with Nicola Kelly-Johnson and Vicky Nunns of LCC to take forward the Green Spaces initiative. Costs and feasibility of these schemes are being researched and will be brought to Board in due course.
Planters for Belle Isle Circus	External funding had been achieved and the planters have been ordered.
Belle Isle Circus access	Discussions are ongoing with LCC Highways with regard to access onto the Circus.

Recommendation:

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

2. Operational Report

BITMO

Board of Management Report



Meeting Date: 25th January 2024

Report Title: Operational Report

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

The report provides an update to the Board on matters of relevance to the running of BITMO not covered elsewhere on the agenda. Specifically, it presents Q3 performance data, tenant satisfaction data and it also includes a proposal for a revised repairs service offer.

Operational performance continues to be strong and improving. Of 54 performance targets 27 key performance indicators are at, or above target performance, 16 are close to target performance and improving. The areas where performance is below target are repairs, annual tenancy contact, and staff attendance.

Repairs performance is improving. Mears have allocated additional resource to the contract. Void properties are being turned around more quickly. Annual tenancy contacts are behind target. Considerable efforts are being made to get to target by year end. Staff attendance has improved each quarter.

The tenant satisfaction measures are provided. They show positive performance, with room for improvement in relation to being accessible and friendly, and complaints resolution.

The enhanced service offer shifts some repair responsibilities from the tenant to BITMO.

Recommendations:

Board is requested to Note the report and approve the enhanced service offer proposed by a working group of Board members.

Equality Diversity and Inclusion

The particular needs of tenants are recognised in the services we provide. The enhanced service offer is designed to provide a higher level of service for all tenants and in particular for those who are elderly or vulnerable.

Regulatory Framework:

The Safety and Quality Standard	✓	The Tenancy Standard	✓
The Neighbourhood and Community Standard		Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures Standard			✓

The safety and quality standard requires that landlords provide safe good quality homes and landlord services to tenants. The KPI report and TSM report show performance of the repairs service and tenant satisfaction with their home.

The tenancy standard sets the requirement for how tenancies are managed. The KPI report shows that 100% of tenancy changes are completed within target, and debt enforcement action is monitored.

The tenant satisfaction standard includes the required outcome that providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance. Information on the Tenant Satisfaction measures is provided.

The transparency influence and accountability standard is focused on improving the quality of the landlord tenant relationship, ensuring that tenants are treated with fairness and respect and that diverse needs are taken into account in the design and delivery of services. The enhanced service offer demonstrates awareness of diverse needs and the particular circumstances of our tenants when it comes to maintaining their homes.

2.1 Performance

Repairs

The number of repairs completed within the expected timescale is below target, and it is not possible to report on repairs that are completed right first time. The number of repairs overdue is 77. This represents 46% of all jobs outstanding. The main issue is with shower parts (27). We found that we were replacing a large number of showers rather than repairing them. We have identified that Mears didn't carry the necessary van stock to carry out repairs and we are in the process of rectifying this, saving money, and ultimately provided a first-time fix service for more people. This situation continues to be closely managed. Mears have allocated additional resource to the contract and improvements are starting to be seen in performance. Void repairs are being completed in a more timely way, which will impact positively on void relet times, total number of voids and the performance incentive that we receive from LCC.

Income

Income performance is the best in the city in terms of level of collection and outstanding debt. 96.11% of all due rent is collected, compared to 94.68 in Leeds as a whole. Arrears are at 3.02% whilst the LCC average is 4.43%. The percentage of households owing 7+ weeks rent is 5.7% compared to the Leeds figure of 8.8%

134 households have been supported by our Financial Inclusion Officers generating income of £267k for people in financial difficulty (an average of £1,992 per household).

Void management

Board are aware that we have had unprecedented numbers of void properties this year as a result of transfers to the new properties in Middleton. Void numbers combined with inadequate contractor resource and BITMO staff absence have meant that void relet times have been significantly above target, but incremental improvements have been made through the later part of the year. We are confident that performance will be much closer to target in the next financial year, if we are able to let the 14 properties currently void within this final quarter.

Board attendance and engagement

We are very grateful to our Board members for the contribution they make to BITMO. Involvement in recruitment, complaint panels and service development workshops can be time consuming and demanding. This ongoing commitment plays a key role in our success as a tenant management organisation. Board development is also key to our success. Each year we try to arrange Board member appraisals and find very low engagement with this. In the year 2022/23 just 3 appraisals were carried out. We will be contacting Board members to arrange appraisals shortly and would like to trial an online self-assessment to support quality appraisal discussions. Board member attendance is 82.19% against a target of 100%.

2.2 Enhanced service offer

A group of Board members met to discuss and recommend an enhanced service offer for BITMO tenants. They agreed over 30 aspects of repairs service that they would like to provide free of charge to tenants, over and above the statutory and contractual obligations. They are detailed below. Board are asked to approve this enhanced service offer.

Doors and locks

		BITMO service offer
Replacement of keys		We will replace keys once free of charge.
Fitting new locks and latches due to lost keys or damage		We will fit new locks once free of charge
Internal broken door panes		We will repair internal doors where the disrepair is a result of age, and wear. We don't repair or replace tenant damaged internal doors.
External doors (tenant damage)		BITMO will repair or replace as needed. If the issue is recurring, we will consider what the underlying issue may be, and take tenancy action if appropriate.
Kitchen doors in flats (tenant damage)		We will replace free of charge

Personal fixtures and fittings

		BITMO
Coat hooks, curtain rails		Handy man service available for retirement life and households where all members are aged over 75
Shelves		
Fitting blinds		
Toilet seats		
Bathroom cabinet		

Collection of bulky waste

Bulky waste collection can be arranged through Leeds City Council. We will remove free of charge for retirement life tenants and households where all members are aged over 75 or there is additional vulnerability.

Minor plumbing

		BITMO
Unblocking sinks, toilets baths and basins in houses		BITMO
Unblocking sinks, toilets baths and basins in flats		BITMO
Replacing silicone around baths, sinks and basins		BITMO
Isolating the water supply in the event of a major leak		BITMO

Heating

		BITMO
Ensuring the property is properly heated and ventilated to prevent condensation and black mould growth		If you are experiencing problems with condensation and damp, please let us know and we will assess the situation, we may be able to provide a dehumidifier
Checking and adjusting heating controls including the thermostat and timer		Caretakers no charge

Decoration Flooring and glazing

		BITMO
Cracks to plasterwork		Handy man chargeable @£15 per hour
Decoration to all walls, woodwork, and ceilings		We will do this following a new installation of a kitchen or bathroom
Repairing and replacement of all flooring (vinyl, carpet, tiles, laminate etc)		We will replace up to 10 cracked floor tiles unless we are replacing the flooring structure as part of installing a new kitchen or bathroom, We will remove ready for the tenant to fit own flooring
Reglazing broken or cracked windows caused by tenant, family or visitors		BITMO will repair and recharge
Window damage as a result of a crime, and there is a crime number		BITMO will repair and not recharge. If it is a recurring issue, we will assess tenancy management ASB.
Window locks		If it is unlocked, we won't replace If it is locked we will unlock them. If the tenant wants a new window lock we would recharge.

External pipes and drainage

		BITMO
Keeping gully grates clear of blockages		BITMO
Blocked gullies		BITMO

Electrics

		BITMO
Replacement sealed units (kitchen and bathroom)		BITMO
Fluorescent tubes		BITMO if tenant is aged 75 or above
Faulty hard wired smoke detectors including replacement of batteries		BITMO

Gardens boundaries and balconies

		BITMO
Keeping the garden tidy and free from rubbish		Tenant we have a garden tool library to support tenants
Renew clothes line posts		BITMO
Replacing keys to garages or sheds		BITMO

Pests and vermin

		BITMO
Wasps nests attached to property		BITMO
Mice /rats		BITMO
Squirrels in loft		BITMO
Bed bugs		BITMO

Recharges

If we have to repeatedly carry out a job that is necessary because of tenant misuse, we will recharge you for it. Here are some examples of the charges. Charges are based on the schedule of rates price.

Unblocking a toilet	£40 plus VAT and admin charge
Reattaching a basin to the wall	£55 plus VAT and admin charge
Unblocking a kitchen sink	£25 (£90 if requiring jetting) plus VAT and admin charge
Unblocking a gully	£25 (£90 if requiring jetting) plus VAT and admin charge
Changing a lightbulb	£15 plus VAT and admin charge
Lock change	£55. Plus VAT and admin charge

2.3 Tenant Satisfaction Measures

BITMO performs comparatively well in terms of tenant satisfaction measures. Average satisfaction across all measures is 66% for BITMO and 60% for LCC. The priority areas we need to work on are complaints handling¹, and being friendly and approachable. We also aim to have all satisfaction measures at above 70%. This will be a challenging aspiration.

TSM's Quarter 3 2024-25	Leeds City Council	BITMO
Overall Satisfaction	64%	71%
Well Maintained Home	67%	76%
Safe Home	74%	81%
Repairs Last 12 Months	70%	77%
Time Taken Repairs	66%	74%
Communal Areas	65%	76%
Neighbourhood Contribution	61%	75%
Approach to ASB	53%	55%
Safety in neighbourhood	63%	59%
Neighbourhood Appearance	59%	64%
Listens & Acts	55%	64%
Kept Informed	66%	76%
Fairly & with Respect	74%	79%
Complaints Handling	29%	28%
Easy to Deal With	66%	75%
Friendly Approachable	64%	62%
Advice & Support	54%	55%
Good Reputation	39%	55%
Rent VFM	69%	66%

¹ The only realistic way to achieve an improvement in this is to prevent complaints being made, and when they are made, seek a solution/ compromise that the customer favours, this is not always possible at the same time as upholding the policies of the provider.

2.4 Foodbank

BITMO will be operating a foodbank in conjunction with Leeds South and East Foodbank in the GATE from the first Friday in February. This foodbank previously operated out of St John and St Barnabas Church for some ten years, but that arrangement has come to an end. We see a lot of benefits to this new partnership. It will complement our food offer, financial inclusion offer, and introduce a wider cohort of residents to the benefits of tenant management. Please see Finance Committee report below.

Recommendation:

Board is requested to Note and ACCEPT the report and APPROVE the enhanced service offer proposed by a working group of Board members.

3. Finance Committee reports

BITMO



Board of Management Report

Meeting Date: 25th January 2024

Report Title: Finance Committee report

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

The Finance Committee met on 17th January to review financial issues.

Recommendations:

Board is requested to NOTE and ACCEPT the report

Equality Diversity and Inclusion

There are no implications for equality, diversity and inclusion arising from the report.

Regulatory Framework:

The Home Standard		The Tenancy Standard	
The Tenant Involvement and Empowerment Standard		Governance and financial viability	✓
The Neighbourhood and Community Standard		The Rent standard	
Value for Money Standard	✓	The Tenant Satisfaction Measures Standard	

Governance and financial viability standard.

Registered providers shall manage their resources effectively to ensure their viability is maintained while ensuring that social housing assets are not put at undue risk.

Value for money standard

Providers must ensure that optimal benefit is derived from resources and assets and optimise economy, efficiency and effectiveness in the delivery of their strategic objectives.

Summary

- 3.1 Foodbank
- 3.2 Community Fund update
- 3.3 Repairs contract – see Part B confidential papers
- 3.4 Performance Indicators
- 3.5 Budgets 2024-25
- 3.6 BITMO/BISA joint working re digital enablement

3.1 Foodbank

Leeds South & East Foodbank is looking for a new base from which to operate in the Belle Isle area.

BITMO has therefore been in discussion to see if there is a way of potentially using the GATE as a new base. Logistical requirements have been examined and it is thought that the arrangement could work well.

Initially the offer would be from 1-3pm on Friday afternoons and the hope is that this will in time be expanded to include some evening and weekend times.

During the period when the GATE is closed for re-development in January, there will be an interim arrangement whereby some filled South East Leeds Foodbank food parcels will be delivered to BITMO for onward transmission to those that present themselves in need at the Housing Counter. Normal food deliveries to the GATE will also be relayed to Manorfield Hall for distribution via their Foodbank service during this interim period.

The Finance Committee has recommended that an initial donation of £500 is made to Leeds South & East Foodbank to aid the work of this important initiative. Numbers of beneficiaries may be up to 50 households in any one session. It is further proposed that further potential contribution may be made in due course.

Recommendation:

Board is asked to ACCEPT the report and to AGREE an initial donation of £500 to Leeds South & East Foodbank – with further potential contribution in due course.

3.2 Community Fund

At the last Board meeting a revised structure was agreed for the Community Fund:

(i) Community and environment

To cover both environmental improvements and community activities. Applicants are required to evidence support from four separate BITMO households before the application can proceed – similar to the fun days. BITMO will help go door to door if necessary. Residents then need to work with BITMO to make the case. Where it is a security improvement as a result of crime or ASB, BITMO will provide the Board with statistics on police reports and ASB cases.

Applications go to Chairs/Finance for discussion in advance of a Board decision so BITMO staff can carry out any research or consultation required before the Board meeting

A cap of £15k is suggested for the fund, with a maximum of £2k per award

(ii) Qualifications, training and small business

The Community Development Team to receive applications and bring proposals for courses that can run in the GATE to be part-funded by the Community Fund. Providers often have funds to provide courses, but they require a minimum such as 10 participants to finish the course. We have in the past received requests to fund driving lessons, and a taxi licence, but Board have not considered these appropriate.

A cap of £10k is suggested for the fund, with a maximum of £500 per award

(iii) Cost of living support to households

This replaces the tenancy sustainability category and covers the Winter Warmth programme.

When initially conceived the tenancy sustainability category allowed for individual grants of up to £300. There is an increase to £500 per household due to inflation and the increased hardship the community is experiencing since the scheme was agreed 2021.

The Winter Warmth Programme will provide 60 Winter Warmth packs to households nominated by BITMO, based upon the thermal efficiency of their home, tenancy record, and local knowledge regarding income and other schemes they qualify under for e.g British Gas vouchers. The value of the pack will be £60 for a single person or couple household, £120 for a family. The value can be redeemed against a mix of electric blankets, hot water bottles, blankets, low energy light bulbs, radiator reflector panels.

In addition this fund will be used to provide single room heaters and dehumidifiers to tenants who are in hardship, experiencing condensation and unable to afford to use their central heating sufficient to manage it.

A cap of £20k is suggested for the fund, with individual awards being capped at £500

Miscellaneous

The fund is also used to support the school holiday activity programmes and the free tuition in maths and English.

Spend through previous headings of the Fund to date in 2023-24 amounts to £20,089.

	Total
COMMUNITY FUND - PROPERTY EST ENHANCEMENT	£627.00
COMMUNITY FUND - GREEN STRATEGY	£0.00
COMMUNITY FUND - TRAINING & QUALIFICATION	£5,322.50
COMMUNITY FUND - DECORATING & MINOR WORKS	£1,793.51
COMMUNITY FUND - TENANCY SUSTAINABILITY	£11,055.68
COMMUNITY FUND - VOLUNTARY GROUP INITIATIVE	£1,087.35
COMMUNITY KITCHEN Grant expenditure	£203.35
	£20,089.39

This represents a real achievement, considering that most of these grant items are relatively small scale.

Recommendation:

Board is asked to ACCEPT the report.

3.3. Repairs contract

See Part B confidential papers for update.

3.4 Performance

See CEO report above

3.5 Budgets 2024-25

Notification has been received from Leeds City Council as to the provisional budget allocation for the next financial year. This is subject to approval on 21 February 2024.

(i) Revenue budget

24/25 Estimate	£000s	Comment
Management Fees		
Management	1,381.31	2% pay award 23/24 to reflect £1925 (4% already assumed last year) plus 3.5% pay award 24/25
Sheltered Support	82.45	2% pay award 23/24 to reflect £1925 (4% already assumed last year) plus 3.5% pay award 24/25
Welfare Change	84.95	2% pay award 23/24 to reflect £1925 (4% already assumed last year) plus 3.5% pay award 24/25
Sub-Total	1,548.71	
Maintenance		
Maintenance	2,173.35	CPI Increase (6.7% at September)
Stock change Adj	(20.37)	1% decrease in stock due to <u>RtB</u> .
	2,152.98	
Void Incentive	19.27	<u>Qrtly</u> Payment if void target is met. Standstill budget for LCC . Could be slight pressure or gain in year for LCC if Void met.
Total	3,720.96	

Note: RTB stands for 'Right to Buy'. BITMO loses around 1% of stock annually through this legislation. CPI stands for Consumer Prices Index – the main measure of inflation for the UK.

The overall increase in the management fee would be £196,840 (if the void incentive targets are met). This would equal some 5.5% overall from the fee for the current year.

There is an assumption that salary costs will increase by 3.5% and that other costs will increase by 6.7%. These are the figures that will be used for budget purposes, except for the prospective 7.9% proposed for the inflationary increase for the main contractor. This will obviously place a pressure on costs, but it is thought manageable (the additional 1.2% adding some £12k to reponsive costs). The final pay settlement for the financial year is unlikely to be agreed for some time and this will also add some uncertainty as to final costs.

The Consumer Prices Index of inflation rose by 4.0% in the 12 months to December 2023, up from 3.90% in November and down from 4.6% in October. Various inflationary outcomes will be considered during the budget process.

Although the overall increase in fees is most welcome, it does not represent additonal income. It is designed to cover expected increases in salaries and repair costs.

Draft budgets are still being prepared and will be brought to Board as soon as possible. They need to be signed off at the Board meeting of 28th March 2024. The Finance Committee meeting prior to that meeting will have an in depth discussion about the final proposal. This is planned for Wednesday 13th March, but there will be consultation before that date.

(ii) Capital

The Housing Leeds capital budget had to be significantly reduced during the current financial year to address other budget pressures which emerged since the capital programme was set for the year. For 2024/25, the LCC revenue contribution to the Housing Leeds capital budget has been reduced by 16.3% compared to what was originally in the capital programme for 24/25.

LCC is therefore proposing to reduce the BITMO capital programme by £200k for 2024/25. A 16.3% reduction in BITMO's programme would be a £280k reduction but LCC is proposing to cap this reduction at £200k bringing the BITMO capital programme down to £1.52m for 24/25.

We have therefore started reworking the repairs capital budget as below.

We have included what we had previously looked at when we based the budget on this years allocated costs and also what the spend would be if we were to exhaust all programmes and outstanding work etc. That would give us an overspend of nearly £363k.

A revised spread of costs as presented below would give an overall spend of £1.72m, comprising the LCC allocation and a potential BITMO injection of £200k.

Finance Committee is asked to recommend a £200k injection into capital works from reserves. This may potentially be reduced, as some £80k should be forthcoming from an insurance claim from a fire damaged property last year

Reserves as at 31.3.23 were £1.75m, of which £0.75m was seen as a minimum threshold for retention. The anticipated level of reserves as at 31.3.24, after a capital injection of £200k for the current year, may leave a total general reserve of £1.4m. If the minimum level of reserves is increased to £825k then that would leave £575k for potential investment in the estate and the community. A further injection of £200k would reduce that level to £375k. This in turn is intended for investment in the estate and the community in due course.

Scheme	Original Budget	Full Required Budget	Revised Budget	Notes
Kitchens and Bathrooms	£150,000	£414,000	£414,000	1
Mansard Roofs	£170,471	£184,108	£184,108	2
Fire Remedial Works	£20,000	£20,000	£20,000	3
Boiler Upgrades	£150,000	£150,000	£125,000	4
Pointing	£50,000	£30,000	£30,000	5
Thermal Efficiency	£480,529	£377,850	£175,500	6
Chimneys/ Canopies	£25,000	£25,000	£25,000	7
Fencing	£30,000	£50,000	£50,000	8
Footpaths	£10,000	£10,000	£10,000	9
Electrical Remedial Works	£25,000	£25,000	£25,000	10
Windows and doors	£20,000	£20,000	£20,000	11
Roofing	£15,000	£15,000	£15,000	12
Adaptations	£200,000	£225,000	£225,000	13
Asbestos	£30,000	£25,000	£25,000	14
Structural Works	£30,000	£0	£0	15
Decency Failures	£25,000	£0	£0	16
Unadopted Roads	£10,000	£5,000	£5,000	
Damp Works	£25,000	£30,000	£30,000	
Capital voids	£150,000	£125,000	£125,000	
Legionella	£4,000	£2,000	£2,000	
Adhoc capital work	£100,000	£150,000	£214,392	
Total	£1,720,000	£1,882,958	£1,720,000	
Over/ Under	-£200,000	-£362,958	£0	

Notes	Comments
1	42 kitchens and 13 bathrooms on the list as of 7/12/23 (8k per kit and 6k per bat)
2	To include 14 roofs as per phase 3 (8% uplift also applied on previous costs)
3	Additional fire stopping required as per regs
4	Based on each of the previous years, could potentially be reduced
5	Poor across the estate £4,500 per property inc scaffolding - allows 6 adhoc properties
6	Phase 2 costings
7	Adhoc for replacement of canopies and dropping of stacks causing roof leaks
8	Large request for fencing each year (ave around 5k) per fence
9	Repairs always required to properties and footpaths due to age and wear and tear
10	Arising through 5 year cyclical tests and adhoc rewires
11	High volume of doors kicked in per year. Already at 18 this year
12	Roofing across the estate in poor condition. Allows 3 adhoc roofs per year
13	Budget hugely increased this year and demand showing no sign of slowing down
14	Consistent in terms of surveys and removal
15	Included in adhoc capital works
16	Included in adhoc capital works

Recommendation:

Committee recommends that Board ACCEPTS the above report and AGREES a capital injection of up to £200k from reserves for the 2024-25 financial year.

Committee also recommends that the level of thermal efficiency budget is reviewed as the year progresses and as any potential further budget becomes free.

3.6 BITMO/BISA joint working re digital enablement

BITMO has had a joint working arrangement with Belle Isle Senior Action since early 2023 to employ a part time Digital Inclusion Officer. Funding is currently provided by both organisations and Board last agreed to fund the post until January 2024.

The premise for the support was that Belle Isle has been highlighted in the Tenant Satisfaction Surveys as having a population which is less digitally enabled than the rest of Leeds.

The project was therefore to enable access to digital skills development and digital health resources. The project utilises the assets, knowledge, and experience of both organisations for the benefit of people living in Belle Isle who are digitally excluded.

The project identified two key objectives, as follows:

1. To develop a Digital Health Hub model, using outreach and communal spaces to increase online health services.
2. Supporting people to access online services in their homes.

The need for the work remains and the Chairs took the decision to take this support for the work to 31st March 2024, when it will be subject to a thorough review. The cost of this extension is circa £1,767.

Recommendation:

Committee recommends that Board ACCEPTS the above report.

4. Tenant Ballot

BITMO



Board of Management Report

Meeting Date: 25th January 2024

Report Title: Tenant Ballot update

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

The Tenant Ballot Plan is being constructed. Promotional plans could include a focus on the fact that 2024 marks the 20th year since BITMO's establishment.

Recommendations:

Board is requested to NOTE and ACCEPT the report

Equality Diversity and Inclusion

There are no implications for equality, diversity and inclusion arising from the report.

Regulatory Framework:

The Home Standard		The Tenancy Standard	
The Tenant Involvement and Empowerment Standard	✓	Governance and financial viability	
The Neighbourhood and Community Standard		The Rent standard	
Value for Money Standard		The Tenant Satisfaction Measures Standard	

Tenant Involvement and Empowerment Standard

Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by: supporting their tenants to exercise their Right to Manage.

The five yearly ballot of tenants and leaseholders will take place in September this year.

Tender documents have been sent to three companies who provide election services, in order to secure best value. They are:

- Electoral Reform Services (Civica)
- Open Communities
- Tenants Participation Advisory Service (Tpas)

A copy of the tender document is attached by way of Appendix.

A detailed action plan is being constructed to include:

- Timetables
- Events (including the Gala)
- Partnerships
- Promotional materials (banners, literature, promotional bags etc)
- Logistics
- Peer review from Leeds City Council Internal Audit function

Recommendation:

Committee is asked to NOTE and ACCEPT the report and make any suggestions for the ballot plan.

5. Complaints Self-Assessment 2024

BITMO



Board of Management Report

Meeting Date: 25th January 2024

Report Title: Complaints Self-Assessment 2024

Author(s): Deborah Kelly and Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

An annual self-assessment needs to be conducted against the Complaints Handling Code of the Housing Ombudsman.

Recommendations:

Board is requested to AGREE the self-assessment

Equality Diversity and Inclusion

There are no implications for equality, diversity and inclusion arising from the report.

Regulatory Framework:

The Home Standard		The Tenancy Standard	
The Tenant Involvement and Empowerment Standard	✓	Governance and financial viability	
The Neighbourhood and Community Standard		The Rent standard	
Value for Money Standard		The Tenant Satisfaction Measures Standard	✓

Tenant Involvement and Empowerment Standard

Registered providers shall have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly.

Tenant Satisfaction Measures

Registered providers must meet requirements in relation to the tenant satisfaction measures set by the regulator.

Requirements of the regulator

The Housing Ombudsman requires that all social housing providers abide by a Complaints Handling Code. An annual assessment must be undertaken and the results reported back to the Ombudsman. In the case of BITMO this would be via Leeds City Council as the registered landlord.

The last review was conducted by BITMO on 7th September 2023, but in order to bring the reporting in line with Leeds CC, a fresh review is required.

The latest assessment is detailed via the Appendix below.

Recommendation:

Board is asked to AGREE the 2024 Complaints Self-Assessment referred to above and detailed in the Appendix below.

6. Board forward plan

Author: Peter Olver

Relevant regulatory standard: Governance

Governance arrangements should establish and maintain clear roles, responsibilities and accountabilities for the board

Equality, diversity and inclusion has been considered in the programmes below.

(i) Meetings schedule

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

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

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 12 th	Urgent matters, Correspondence, Estate issues and Tenant feedback		Board elections
November 30 th		Greening the estate	Safeguarding Complaints Performance KPI's Finance Committee Anti-Social Behaviour – deferred
December		No Meeting	N/A
January 25 th 2024		Work of the Joseph Aspdin Trust	Budget preparation Repairs KPI's Finance Committee
March 28 th		Financial Inclusion	Budgets Safeguarding Expanded KPI's
May 30 th		TSM Survey	GATE Programme Performance KPI's Risk Register (July) Retirement Life
July 25 th		To be set by Board	HR Report Statutory Accounts Key Performance Indicators Health & Safety report Safeguarding Anti-Social Behaviour Complaints Finance Committee
August		No meeting	N/A
September 5 th		To be set by Board	AGM Repairs GATE programme

September 26 th			2024 Annual General Meeting (AGM)
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(ii) Board Member Bitesize Learning Sessions

Date	Title
Oct 2023	(i) Being a Board Member Skills training and responsibilities. (ii) Policy Reviews Priorities and focus
Nov 2023	Handling Complaints How the process works and what a complaints panel will examine
Jan 2024	Social Housing Act 2023 Responsibilities of social housing providers
March 2024	Community Development activities, including the GATE Impact and development
May 2024	Lettings & Tenant Support How we let properties and support our tenants.
July 2024	Repairs & Maintenance An overview of Responsive and Planned works
Sept 2024	Rents and Tenants Responsibilities An update on rent collections and how we support a positive payment culture.

Recommendation for Approval

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

8. Any Other Business

None reported as at 18.1.24.

Date of Next Meeting: Thursday 28th March 2024 at 6.00pm

APPENDIX 1

FULL BOARD MEETING MINUTES

30th November 2023

Present: Jean Burton
Leon Kirkham
Kim Asquith
Harry Austin
Ashley Knowles
Paul Truswell
Rose Hodgkinson
Sharafath Ghafiri
Emma Walkley
Cllr Wayne Dixon

In Attendance: Deborah Kelly (Chief Executive Officer)
Peter Olver (Head of Governance & Finance)
Alex Orange (Head of Repairs, Maintenance and Investment)
Peter Sutton (Community Development Manager)
Jagdish Sharma (Finance Manager)
Karen Hoole (Governance & Admin Support Officer)
Kristina Zutautaitė (Finance Officer)
Peter Greenwood (LCC)

Presentation: Nicola Kelly Johnson and Vicky Nunns from LCC Public Health and Parks attended the meeting to talk about enhancing Green Spaces on the estate for recreation and well-being.

Bitesize training was given on the following:-

- Handling Complaints - How the process works and what a complaints panel will examine

A Board member requested that complaint information be provided as a narrative.

PART A – Public Agenda Items

Apologies

Apologies were received from: Margaret Brown, Cllr Sharon Burke

Questions from the Public

There were no members of the public present.

Issues raised by Board Members for the Agenda

There were no issues raised.

1. Minutes and Matters Arising

The minutes of the meeting held on 12th October 2023 were approved.

Matters Arising from the Board meeting held on 12th October 2023 were as follows:

Item	Update
Health and Safety Forum	Board members were asked if they wish to be on the Forum. The agenda will cover: 2022-23 report, recent incidents, risk assessments and any other business.
Stock Condition Officer	Following Board agreement for a fixed term post, an officer has been appointed for 12 months and will commence work in the next ten days. LCC has recognised that this post will be important in collating data for performance reporting.

Recommendation for Approval

The Board were asked to approve the minutes and Matters Arising not covered elsewhere on the agenda

Approved

2. Operational Reports

2.1 Operational Update

The Chief Executive Officer presented the Community Fund Report and highlighted the following:-

In 2021 the BITMO Board established a Community Fund as a mechanism for the utilisation of excess reserves to benefit the community of Belle Isle. An annual budget of £70k was established, subject to annual review.

At the end of each financial year, unspent funds are returned to reserves and the Board are asked whether they wish to operate the fund and budget for it in the subsequent year.

There are currently five categories of funding and decisions on this aspect of the fund are made by the Board. The limit for this is £40k per year.

The most successfully utilised fund is for Tenancy sustainability or hardship.. The financial cap is currently £500, and the total fund value is £5k.

There have been a small number of applications to the Community Group Activity fund. This has funded fun days and crafting sessions in the GATE. The fund has also been used to support our Winter Warmth and school holidays programmes. It was proposed that an amendment to reduce number of fund headings from five to three as follows:-

- **Community and Environment** - This will cover both environmental improvements and community activities. Applications would go to Chairs/Finance for discussion in advance of a Board decision so BITMO staff can carry out any research or consultation required before the Board meeting A cap of £15k is suggested for the fund, with a maximum of £2k per award.
- **Qualifications, Training and Small Business** - The Community Development Team would receive applications and bring proposals for courses that can run in the GATE to be part-funded by the Community Fund. The Board were asked to consider what training and small business ideas they would like to support A cap of £10k is suggested for the fund, with a maximum of £500 per award
- **Cost of Living to Households** - This will replace the tenancy sustainability category and covers the Winter Warmth programme. When initially conceived the tenancy sustainability category allowed for individual grants of up to £300. The Board was asked for an increase to £500 per household due to inflation since the scheme was agreed 2021. A cap of £20k was suggested for the fund, with individual awards being capped at £500. A cap of £20k is suggested for the fund, with individual awards being capped at £500 Miscellaneous The fund is also used to support the school holiday activity programmes and the free tuition in maths and English. It was proposed that funds are approved as per the current arrangements.

LIFT OFF Charity

The LIFT OFF charity has now been established, and we are commencing a round of fund raising to support its activity.

The Trustees of the Charity met on 14th November 2023 and a decision was made to recommend to the BITMO Board that the activities that BITMO is involved in that are directly concerned with the alleviation of poverty, should be included up in the charity. So, the Winter Warmth programme would be run through the charity, as would the provision of heaters and dehumidifiers. This would enable a transfer of funds to the charity, and evidence of successful delivery of poverty alleviation activities, which would aid successful application for further funds from awarding charities.

It was proposed that £10k is transferred from BITMO to the Lift Off charity to act as “seed funding” to provide heaters, dehumidifiers and winter warmth packages.

It was also proposed that Mr Robert Chesterfield be admitted as a trustee to join Mr Jonah Ulebor, Fr Chris Buckley and the Chair and CEO of BITMO. Details of skills and experience will be relayed separately.

BITMO Ballot Plan

At the Board Strategy Day in August, Board members advised that they wanted to see a clear programme of events and communications designed to raise the profile of the organisation and assure tenants of the value of tenant management and the quality of the services we provide. A Colleague Conference was held in December to discuss how staff can contribute to the further development of the plan.

The Chief Executive Officer presented the latest performance report.

Recommendation for Approval

The Board were requested to approve the following:-

1. Reduce the number of community fund headings from five to three
2. Wrap the aspects of it that are concerned with the alleviation of poverty into the newly formed Lift Off Charity and provide seed funding to the charity when practicable
3. Confirm the Lift Off charity trustees as outlined in the report.
4. Increase the maximum value of individual awards available

All Approved

Board members are asked to comment on the intended preparations for the ballot.

2.2 Performance

The Chief Executive Officer presented the latest performance report and advised that performance continues to improve.

Recommendation for Approval

The Board were requested to note and accept the Performance Report.

Noted and Accepted

2.3 Growth

A report to update the Board and seek approval to a plan to promote tenant management to tenants who live in LCC managed properties in the Belle Isle area was presented. In September the Board agreed that growth should be a strategic priority for BITMO.

The Board agreed to pursue an element of growth through highlighting the benefits of tenant management so as to potentially encourage neighbourhoods to examine and exercise the Right to Manage.

Recommendation for Approval

The Board were requested to note and accept the Performance Report.

Noted and Accepted

2.4 Enhanced Service Offer

The Chief Executive Officer presented an Enhance Service Offer Report. A proposal was set out to provide an enhanced service offer for all tenants with specific enhancements for people over 75 and people living in Retirement Life accommodation.

Recommendation for Approval

The Board was requested to approve the enhanced service offer, with specific reference to Appendix 2 of the Report.

It was AGREED that further consultation would take place and that the matter would be re-visited at the next Board meeting

2.5 Three storey blocks consultation

The Chief Executive Officer presented a report to outline the consultation that has taken place with residents of the three storey blocks in 2021 and in 2023, and to detail the improvements that have been made , and the challenges that remain.

BITMO previously consulted residents of the 3-storey blocks in October 2021. Since then a large number of improvements have been carried out.

There has been progress in addressing the issues that residents raised with us, but there is still work to do to improve the internal appearance of the blocks, Anti-Social Behaviour, and making sure that all blocks benefit from investment equally.

Recommendation for Approval

The Board were requested to Note and Accept the Report.

Noted and Accepted

2.6 Ginnel Security

A report to seek guidance from the Board in terms of providing gates to residents to close off access to ginnels where there is evidence of ASB was provided.

In September the Board received a community fund application to install a gate to prevent access to a ginnel at Broom Crescent. Consultation with residents affected by access to the ginnel was undertaken.

During the consultation the team noted evidence of street drinking in the ginnel which supported the claims by residents that people congregate there.

The proposal that the cost of £6k to install a gate be funded 50% from capital works and 50% from the Community Fund was rejected by the Board on the basis that there are many similar ginnels on the estate, and we need to take a strategic overview of the whole situation and that there isn't corroborating evidence of ASB from our caseload records or Police records.

The cost of £6k was thought to be very high, especially if we take an estate wide approach as there are 28 areas with ginnels across the estate, with the main areas being the Brooms and Nesfields.

We need to distinguish between ginnels that are overlooked thoroughfares, and those which are sheltered from view, and dead ends, on the basis that it is the latter which are potentially most problematic.

We will revert to the Board with the outcome of the consultation and a possible proposal to install Gates, if considered appropriate.

Recommendation for Approval

The Board were requested to Note and Accept the Report.

Noted and Accepted

3. Community Development Report

The Community Development Manager presented the latest report on BITMOs GATE and the activities being undertaken by the Community Development Team and highlighted the following:-

Repair Café - The Board agreed to run an initial three repair cafes in May, June and July and then a further four in September, October, November and December. The repair café has been a great success.

The Board were asked to agree that the repair café continues as a permanent part of our programme 1-4pm on the third Saturday of the month, with a break in August.

Warm spaces - are now called "welcome spaces". We have been awarded £1000 to maintain our welcome space for winter 23/24, with our existing hours. As a result the food offer can be extended to anyone in Belle Isle and not only BITMO households. The Board are asked to agree to pay £500 of the grant to Belle Isle Community Kitchen to help buy extra food.

Recommendation for Approval

The Board were requested to note

- the £1,000 grant for welcome space and to agree to pay £500 of it to Belle Isle Community Kitchen so that the food offer can be extended beyond BITMO households for this winter.
- Agree that the repair café continues as a permanent part of our programme 1- 4pm on the third Saturday of the month, with a break in August
- Ask Highways Engineers to include a study of pedestrian access to Belle Isle Circus in their work programme for 2024/25.

Noted and Accepted

4. Finance Committee Reports

4.1 Revenue accounts update 2023-24

The Head of Governance and Finance presented the Management Accounts for the period ending 30th September 2023.

Recommendation for Approval

The Finance Committee recommended that the Report be accepted.

Accepted

4.2 Capital accounts update 2023-24

The largest element of the capital programme is the Thermal Efficiency programme, which has been to tender and is now in course of implementation.

As previously reported to the Board there are pressures on some areas of spend, particularly voids (empty properties being made sound for relet) and adaptations (wet-rooms, extensions, stairlifts etc).

It is difficult to estimate the number of applications for adaptations expected in any one year. Adjustments have therefore been proposed below to the allocation of budgets, to avoid any potential overspend by the year end.

The projected spend includes the £200k allocated by Board from reserves to support the thermal efficiency work.

Spend to date (20.10.23) along with original and proposed variances to budgets are given below. Please note that the negative items relate to amounts expected to fall into last financial year which have yet to be charged. The overall spend to 20.10.23 was £440k which equates to 23% of the annual budget, but with considerable sums now committed over coming months. It is believed that the budget will be fully spent by the year end.

A revised budget was presented which shows a decrease in the Thermal Efficiency programme of £227.7k (36%). This is because the final calculations for the properties in the programme came out lower than the maximum budget originally created. Fifty-six properties are included and there is a mixture of works including: roofs, pointing, windows/doors, loft insulation, guttering, ventilation and heating.

Savings in the above programme have meant that increased funding can be allocated to areas where there are considerable pent up pressures: kitchens, bathrooms, adaptations and ad-hoc capital works.

Recommendation for Approval

The Finance Committee recommended that the Board :-

ACCEPT the Report
AGREE the revised budget spend for the current year, 2023-24

Accepted and Approved

4.3 Grant Applications

4.3.1 Clapgate Primary School

Housing Advisory Panel Scheme Declaration of interest – Peter Olver as School Governor.

The School initially requested £2,800 for a climbing wall as part of a wider well-being project.

The Board had requested further detail and a re-focussed application. The School stated that it would then prefer to apply for support for a residential trip for students. An application (circulated to the Committee) was received for a grant of £1,500 to support a residential trip.

This was to help support struggling families by contributing to the costs of a residential for 52 Key Stage 2 children to London, providing enriching life opportunities that children may not otherwise experience. The planned trip required a rapid turnaround.

The Board had previously stated a willingness to support a potential residential trip and that a ceiling on any application would normally be £1,500. Because of the urgent need for a response, the Chairs Group (Chair and Vice Chairs) made a decision to support the project and to ask the Board to subsequently ratify this decision.

It was reported at the Finance Committee that the proposed trip had been cancelled because not enough parents had made bookings. Finance Committee was therefore informed that the grant would be repaid.

4.3.2 Belle Isle Senior Action – Community Fund Scheme

The Community Fund Scheme Finance Committee considered the application from BISA for a resurfacing of the car park at 26 Broom Crescent.

At the last Board meeting an application was outlined regarding plans to renew the carpark at Belle Isle Senior Action. It was noted at the last Board meeting that the cost was high at £23,983.37 and would not therefore fit in with current grant giving scales.

An alternative approach would be to patch repair the existing surface. That would still cost some £10k and would have a short life of possibly not much more than one year. Should other sources of funding be found, the Committee is asked whether any contribution to the work could be made and what that level might be.

A query had been raised by the Committee as to whether there was any landlord responsibility under the lease. A copy of the lease has been obtained and an update was given at the meeting.

Recommendation for Approval

The Board were asked to NOTE and ACCEPT the report and to DISCUSS further the application from BISA with a view to making a DECISION as to whether any funding may be available.

Noted and Accepted

5. Policy Update

5.1 Information Governance

A review of BITMO's Information Governance policies and procedures has been undertaken as part of an audit currently being completed by Leeds City Council.

The revised policy documentation has been run past the Principal Information Governance Officer at Leeds CC to ensure that it is fit for purpose and several amends have been incorporated.

Information Governance is a vital element of ensuring that an organisation undertakes its operations in an environment which is secure from security breaches which may result in severe potential detriment to individuals and the organisation. The draft revised Information Governance documentation was presented at the meeting.

Recommendations for Approval

Board is asked to APPROVE the above revised Information Governance policy documentation.

Approved

6. Safeguarding and Complaints

6.1 Safeguarding

The safeguarding team (CEO, Head of Governance and Finance and the Tenancy Support Manager) have diarised meetings twice per month to review cases captured on the Safeguarding Log.

This is maintained by the team following any reports which need to be recorded. The last meeting of the team took place on 17th November 2023. It considered 5 cases and made decisions to close 3 of these because they were not at that time deemed to be persons at risk or because other agencies had taken on responsibility for ongoing work.

Nine cases have been opened since 1st April 2023. They comprise:

- 3 cases of domestic abuse
- 2 cases of mental health issues
- 2 cases of neglect
- 1 case of gang violence
- 1 case of anti-social behaviour BITMO is linked into the LCC safeguarding mechanisms and other organisations.

Recommendations for Approval

The Board were asked to NOTE and ACCEPT the Report.

Noted and Accepted

6.2 Complaints

The current complaint summary for the period 1st April 2023 to 30th September 2023 was presented.

Recommendations for Approval

The Board were asked to NOTE and ACCEPT the Report.

Noted and Accepted

7. Board Forward Plan

(i) Meeting Schedule

The Board Forward Plan for the forthcoming year 2023/24 was presented at the meeting.

(ii) Board Member Bitesize Learning Sessions

Board members were asked to note the Bitesize Learning Sessions

Recommendation for Approval

Board members were asked to discuss and approve the Board Forward Plan.

Approved

8. Any Other Business

Recommendation for Approval

Date of Next Meeting: Thursday 25th January 2024 at 6.00pm

APPENDIX 2

Key Performance Indicators

Quarter 3 2023-24

			Aim: Provide High Quality Services		2022-23 Q1-4	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q1-3		
Aims	Goals	Ownership	Indicators of progress	Curr target						RAG	Comments
Provide High Quality Services	A quick and reliable repairs and maintenance service that gets the job done right first time	Repairs and Maintenance	(RR1) Repairs done right first time	95%	Not available	Not available	Not available	58%	Not available	R	Continued issues with BI Power reporting. Manual figures for last quarter only.
			(RR2) Repairs completed within target timescale	95%	Not available	96.64%	97.22%	69.60%	87.82%	R	Manual interrogation of data. Quarter 3 figures considered more reliable.
			(RR3) Repairs appointments made and kept	95%	Not available	Not available	Not available	Not available	Not available	R	Continued issues with BI Power reporting
			(Mears) Repairs - Post Inspections	10%	Not undertaken	8%	8%	9%	8%	R	All jobs are checked via desktop inspections to post completion photos. 3052 jobs and 252 completed post inspections in 9 months.
			(BITMO) Repairs - Number of post inspections	10%	2%	10%	11%	19%	18%	G	Started 17.2.23
			(Mears Only) Repairs - Customer satisfaction surveys	90%	No data	86.57%	90.81%	73.00%	83.56%	R	Average of 31 responses per month.
			Satisfaction with repairs - most recent (internal survey)	90%	98.14%	96.76%	90.27%	85.08%	84.22%	G	Contact by phone.
			Satisfaction with repairs - last 12 months (TSM survey)	90%	76.00%	81.00%	75.00%	74.00%	77.00%	A	TSM survey via consultancy. 237 tenants Q1-3. LCC average 70%.
			Percentage of estate issues completed from 1/4ly estate walkabout	100%	N/A	N/A	79%	N/A	89%	G	28 issues identified, 25 actioned.
	Quality and targeted investment that maintains decent homes	Repairs and Maintenance	Homes that do not meet the Decent Homes Standard	0	0	1	1	1	1	G	Surveys re-started
			Percentage of communal areas meeting the required standard	100%	100%	100%	100%	100%	100%	G	Inspections completed weekly
			Properties with a stock condition survey completed in the last 5 years	1843	c.200	c.200	c.200	43	243	R	Staff post being advertised.
			Capital Investment programme completed (100% for the year)	100%	100%	10%	7%	11%	34%	G	Commitments will ensure that spend will equal budget by the year-end.
	Maximise rent collected with timely intervention and support	Income & Tenancy	Percentage of rent collected	96%	95.99%	95.24%	96.64%	96.11%	96.11%	G	Ahead of city - in upper quartile - City 94.68%
			Percentage of rent owed	3%	3.58%	3.27%	2.83%	3.02%	3.02%	G	Ahead of city 4.43% / BITMO 3.58% end Mar 2023 / Ranked 1st in City
			Amount of rent owed	£250k	£268,069	£259,772	£224,654	£239,767	£239,767	G	£268,069 at end Mar 2023 / Hunslet £398k, Middleton £346k, Beeston £328k
			% of arrears cases owing 7 weeks rent plus	9.44% (LCC end Jan 23)	5.70%	4.98%	4.96%	4.68%	4.68%	G	5.70% at end Mar 2023 / City 8.80%.
			Number of Household Supported with Financial Hardship	TBC	160	39	95	63	134	N/A	Target to be set based on resource
			Income generated	TBC	£107,170	£107,684	£159,036	£100,249	£266,720	N/A	2 FI Officers
			Number of notices served	N/A	98 (11.38%)	29 (3.29%)	61 (6.91)%	31	92 (10.31%)	G	Hunslet 72 (7.45%) Middleton 28 (2.72%) Beeston 53 (5.40%)
			Number of cases entered to court	N/A	9	3	3	5	11	N/A	1 April, 1 May, 1 June, 1 July, 1 Aug, 1 Sep, 1 Oct, 2 Nov, 2 Dec
			Number of Court orders obtained	N/A	8	3	2	5	10	N/A	
			Number of evictions	N/A	3	5	0	0	5	N/A	1 April, 1 May, 3 June, 0 July, 0 Aug, 0 Sep, 0 Oct, 0 Nov, 0 Dec
	Local and responsive Tenant and Customer Contact	Tenancy Support	% of Financial Hardship cases closed with a positive	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
			Quick and reliable telephone service - number of	Not Available	Not Available	Not Available	Not Available			N/A	Phone statistics no longer available.
			Tenancy Amendments completed within target time	10 working days	35	6	8	6	20	G	100% within target - 3 April, 2 May, 1 June, 2 July, 4 Aug, 2 Sep, 3 Oct, 2 Nov, 1 Dec
	Effective reletting of properties to minimise time properties are empty	Tenancy Support	Mutual Exchanges completed within target time	42 days	26	7	10	2	19	G	100% within target - 1 April, 2 May, 4 June, 5 July, 3 Aug, 2 Sep, 0 Oct, 1 Nov, 1 Dec
			Time taken to relet empty properties - Gross Relet	28 days	72.96 days	43.94 days	66.32	46.85	50.99 days	R	Issues with repair turnarounds and staffing
			Number of tenancy terminations	N/A	85	24	32	25	81	N/A	No target
			Number of commencements	N/A	101	18	30	20	68	N/A	No target
			Number of voids at period end	18.36	9	25	14	13	13	G	Further expected transfers to Throstle Rec new builds.
	Support for those older tenants who need it	Tenancy Support	Percentage of properties untenanted	1.00%	0.40%	1.36%	0.76%	0.70%	0.70%	G	14 of 1836
			Retirement Life Residents with a Support Plan	N/A	108	107	103	105	105	G	Reviewed annually
Support Plan reviewed within target time			95%	97.22%	97.20%	97.00%	98.09%	98.09%	G		
RL Residents receiving Warden Service			N/A	63	67	64	69	69	N/A		
Number of residents signed up for floating support			N/A	3	4	4	3	3	N/A	Ongoing	
Yearly RL service review report	May annually	May-22	May-23	May-23	Jun-23	Jul-23	G	2023 review completed			

BITMO Aim: Build a Stronger, Safer, Greener Community												
Aims	Goals	Owner	Indicators of progress	Curr target annual	Q1-4 2022-23	Q1 2023-24	Q2 2023-24	Q3 2023-24	Q1-3 2023-24	RAG	Comments	
Build a Stronger and Safer Community	Make homes and the environment as safe and secure as possible	Repairs and Maintenance	All homes have a current gas safety certificate (Gas safety checks)	100%	98.75%	99.13%	99.46%	99.18%	99.18%	A	15 of 1836	
			Percentage of homes with a Gas safety certificate overdue for 0-4 weeks	0%	0.65%	0.65%	0.33%	0.27%	0.59%	A	10 of 1835	
			Percentage of properties with a Gas safety certificate overdue for 1-3 months	0%	0.60%	0.22%	0.22%	0.27%	0.27%	A	5 of 1836	
			Percentage of properties with a Gas safety certificate overdue for over three months	0%	0.00%	0.00%	0.00%	0.00%	0.00%	G	Zero properties	
			All homes have a current electric periodic inspection certificate (Electrical safety checks)	100%	77.56%	82.68%	87.23%	89.14%	89.14%	A	LBS contracted to bring to 100%	
			Fire Safety inspections to communal areas (Fire safety checks)	100%	100%	100%	100%	100%	100%	G	157 areas checked	
			Asbestos safety checks - new	100%	TBA	TBC	50%	57%	57%	A	911 (previously 1206 reported due to blocks being incorrectly counted) properties have asbestos records from a total of 1836. 86 Communal areas identified for Re-inspections and done in Sept.	
			Water safety checks - new	100%	100%	100%	100%	100%	100%	G	Saves done 14.9.23 (5 items). Due annually.	
			Annual green spaces and footpath inspection (100% per year)	100%	100%	100%	100%	100%	100%	G	Annual inspections complete.	
	Expect tenants to abide by their tenancy agreements and hold them to their responsibilities	Repairs / Tenancy Support / Comm Dev	Respond to tenant permission requests within 10 days (See Permissions log)	100%	100%	100%	100%	100%	100%	100%	G	70 received and responded to within 10 days.
			Annual Tenancy Contacts - Combined	100%	69.1%	N/A	N/A	N/A	N/A	N/A	N/A	Now split between General, Priority & RL
			Annual Tenancy Contacts - General	33%	N/A	7.44%	8.20%	26.27%	26.27%	A	78% of general target accomplished. 389 visits of 1,481 (one-third to be visited in the year)	
			Annual Tenancy Contacts - Priority	100%	N/A	12.57%	25.45%	49.18%	49.18%	R	Revised focus for the last quarter.	
			Annual Tenancy Contacts - Retirement Life	100%	N/A	1.08%	2.17%	60.87%	63.04%	A	58 out of 92 accomplished. Equates to 63% of BITMO target, although target for LCC is 1/3 of total.	
			Percentage of new tenant visits completed within 28 day target	75%	TBC	47.1%	84.8%	77.8%	74.0%	A	Total Q1&Q3: 77 new tenancies / 57 within / 20 outside. Q2 & Q3 on target. Sharepoint not updated for early entries, separate record kept.	
	Tackle anti-social behaviour quickly and effectively	Tenancy Support	ASB - number of cases opened	N/A	79	24	17	28	69	N/A	Cumulative	
			ASB - number of cases closed	N/A	82	27	16	24.00	67	N/A	Cumulative	
			ASB cases relative to the size of the landlord	N/A	4.30%	1.31%	0.92%	1.37%	3.60%	N/A	Cumulative	
			Support - opened and closed	N/A	23/29	8 / 8	9 / 7	12 / 08	29 / 23	N/A	29 opened, 23 closed in 9 months.	
			LASBT Number of cases closed - situation improved	66.67%	Not available	36.36%	66.67%	72.73%	57.14%	A	28 closed / 16 improved.	
LASBT Number of cases opened			N/A	Not available	5	4	11	20	N/A	20 opened 28 closed		

BITMO Aim: Be a Well Run, Tenant Led Organisation												
Aims	Goals	Owner	Indicators of progress	Target current	Q1-4 2022-23	Q1 2023-24	Q2 2023-24	Q3 2023-24	Q1-3 2023-24	RAG	Comments	
Be a Well-run organisation	Maintain an organisation that is tenant led	Governance and Finance	Full Tenant Board membership	100%	85%	58%	100%	100%	100%	G	12 places filled out of 12 at AGM 28.9.23.	
			Increase in Number of shareholders	10%	0%	0%	2.2%	0.0%	2.2%	R	2 new shareholders in period.	
				Complaints relative to the size of the landlord - Stage 1 (number for each 1,000 homes)	LCC c56/1000	30.41	5.43	5.45	3.27	14.16	A	10 & 10 & 6 complaints / 1836 homes.
				Complaints relative to the size of the landlord - Stage 2 (number for each 1,000 homes)	N/A	8.29	1.63	1.09	2.72	5.45	A	3 & 2 & 5 complaints / 1836 homes.
				Complaints responded to within Complaint Handling Code timescales - Stage 1	100%	69.69%	90.00%	90.00%	83.33%	84.62%	A	9 & 9 & 5 of 10 & 10 & 6 responded to within 10 w days. LCC 80% Q1.
				Complaints responded to within Complaint Handling Code timescales - Stage 2	100%	66.66%	100.00%	100.00%	100.00%	100.00%	G	3 & 2 & 5 of 3 & 2 & 5 responded to within 15 w days. LCC 80% Q1.
				Number of complaints referred to the Ombudsman in period	0	2	0	2	1	4	N/A	Awaiting determinations.
				A Five Year Business Plan that will be reviewed annually. This will include a review of Governance and Finance arrangements as well as establish and review BITMO's Mission, Aims, Goals and Values.	100%	Partial	Partial	Partial	Partial	Partial	A	Strategy awayday completed.
				New indicator - An online Annual Report produced by BITMO for all tenants	100%	100%	100%	100%	100%	100%	G	2023 report online www.belleislelmo.co.uk
	Support and develop skills within the organisation	Governance and Finance		% of Board members attending all Full Board meetings	100%	72.17%	92.31%	76.92%	82.35%	82.19%	A	10 of 17 on 30.11.23, 1 of 17 on 12.10.23, 8 attended from 13 possible 7.9.23 12 attended out of 13 on 27.7.23. 12 out of 13 on 25.5.23
				Board appraisal - number who complete this within the year	100%	86%	21%	0%	0%	21%	R	3 out of 14
				Board training - all Board members to attend at least two formal training sessions in the year	100%	85.7%	Cumulative	Cumulative	Cumulative	94.0%	A	Includes Equalities training and internal training.
				Staff attendance - Number of days lost through absence (average per employee)	10	19.4	5.01 (20 annual)	3.71 (14.8 ann)	1.66 (6.64 ann)	10.12 (13.5 ann)	R	UK average 7.8 days 2023 (CIPD). Total overall (STS/LTS). Some LTS which has impacted the figures. (breakdown 2.58 days Short Term Sickness (was 2.45) & 7.54 Long Term Sickness (was 6.25).
				Staff appraisal - number who complete within the year	100%	97%	N/A as yet	61%	18%	79%	A	Appraisals began July 23. Some further updates awaited from the system.
	Manage Money and Resources	Governance and Finance		Budget surplus/(deficit) target and projection	(£354k)	£74,000	N/A	N/A	TBC	TBC	A	Dec accounts due late January 24.
				Unqualified annual audit by independent organisation	100%	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	G	Annual

APPENDIX 3

Tenant Ballot Tender



Invitation to Tender for Tenant Management Organisation Ballot Services

January 2024

1. Introduction
2. About Belle Isle Tenant Management Organisation
3. Timescales
4. Brief
5. Appointment
6. Terms and Conditions
7. Payment Terms
8. Documents
9. National Recognised Living Wage
10. Cost Submission
11. Supporting Documentation Checklist

1. Introduction

Belle Isle Tenant Management Organisation (BITMO) is seeking to procure the services of a suitably experienced and qualified organisation to provide ballot services in association with the 2024 Five-Yearly Ballot of Tenants and Leaseholders in advance of the Annual General Meeting on 26th September 2024.

2. About Belle Isle Tenant Management Organisation Limited

Belle Isle Tenant Management Organisation Limited (BITMO) is responsible for providing management of Leeds City Council’s housing and estate in the Belle Isle neighbourhood of Leeds. Further information about BITMO can be accessed from www.belleisletmo.co.uk , by emailing info@belleisletmo.co.uk or by calling 0113 378 2188. BITMO is registered with the Financial Conduct Authority 29817R.

3. Timescales

Stage in Procurement Process	Dates
Issue of Invitation to tender	10 th January 2024
Deadline for submission of tenders (5pm)	9 th February 2024
Tenders shortlisted	9 th February 2024
Successful Tender Informed	1 st March 2024

4. Brief

Belle Isle Tenant Management Organisation Limited is seeking to procure Ballot Services in association with its five-yearly ballot of tenants and shareholders. The ballot to be held prior to the Annual General Meeting of 26th September 2024.

BITMO requires the organisation (the Supplier) to provide the following services:

- To summarise by way of tender submission, the potential services and associated costs to be supplied.
- To give relevant background of the company and experience of operating tenant ballots.
- To supply the following documents: (i) data protection policy and procedures to be applied in the handling of data, (ii) information sharing agreement, (iii) relevant insurance cover.

Detailed services

- To prepare and issue via post, ballot papers and an introductory letter to all tenants and leaseholders of BITMO (circa 2,400 – detail supplied digitally);

- Ballot papers to ask two questions: (i) Do you wish Belle Isle TMO to continue to manage your property? (ii) Do you think that Belle Isle TMO does a satisfactory job as manager of the property?
- Voting options to include: (i) online (via your website), (ii) post (to your address), (iii) phone (to your staff), (iv) ballot boxes at four locations (secured in position and sealed by you).
- To prepare and issue (via post) reminder letters and/or postcards.
- To collate and count the votes made and provide a report on the results in compliance with data protection and GDPR.

5. Length of appointment

The appointment will be for the duration of the 2024 ballot and include a closure period of one month after the Annual General Meeting on 26th September 2024 to deal with enquiries.

6. Terms and Conditions

Terms and conditions to be agreed with the successful tenderer. The agreed terms will protect BITMO and its tenants.

7. Payment Terms

Payment will be made by BACS within 30 days from the receipt of invoice. Interim invoices to be paid subject to agreement but shall not be unreasonably withheld.

8. Documents

The tenderer shall provide copies of (i) relevant insurance certificates, (ii) data protection policy and procedures to be applied and (ii) an information sharing agreement.

9. National Recognised Living Wage

Could you please also confirm that all employees are paid the National Recognised 'Living Wage'?

10. Cost Submission

TENDER FOR: **BITMO FIVE-YEARLY TENANT & LEASEHOLDER BALLOT 2024**

The following is intended to be an aide in presenting costs, but please amend as necessary.

I / We, agree to this form of tender delivered to me / us and having examined all relevant documents referred to therein, do hereby offer to execute and complete in accordance with the requirements of BITMO the whole of the Works described for the sum(s) of:

Summary:

Project	Price
Fees	£
Printed Items	£
Postage and Mail Processing	£
Other	£
Total	£

A detailed breakdown of the prices listed above is provided in the subsequent pages.

Enhanced Services	Price
On-site Sealed Ballot Box (including delivery to and collection from Leeds)	£ per box
Targeted Reminder Mailing (includes all fees, print and postage for postal voting packs)	£ per pack
Targeted Reminder Mailing (includes all fees, print and postage for reminder letters)	£ per letter
Other	

Fees:

Service	Description	Price
<p>Consultancy Project Management Administration</p>	<p>Consultancy: Advice on ballot process, e-voting, relevant legislative requirements and best practice.</p> <p>Project Management: Project management of ballot including highlight reporting and provision of certified 'Report of Voting'.</p> <p>Administration: Handling of voter enquiries and voter technical issues relating to e-voting channels, processing of additional/replacement ballot material requests and provision of business hours Customer Services Helpline.</p>	<p>£</p>
<p>Design Data</p>	<p>Project management of the pre-production process including customer proofing.</p> <p>Design (based on templates), document composition, word-counting (if required) and proof-reading of printed items and any digital content.</p> <p>Processing of mailing data in accordance with project requirements (postal distribution), including data quality assurance checks, allocation of security codes and, if required, postal sortation.</p> <p>Setup of digital print item(s) including provision of off-press digital proofs.</p>	<p>£</p>
<p>E-Voting</p>	<p>Project management of e-voting process.</p> <p>Setup and configuration of hosted online voting website according to specific project requirements including formatting and linking of ballot documents (ie. election statements), quality assurance checks and 24/7 monitoring during the voting period.</p>	<p>£</p>
<p>Telephone Voting</p>	<p>Project management of telephone voting process.</p> <p>Setup and configuration of hosted Vote ByTelephone platform according to specific project requirements including recording of candidate/option voice prompts, quality assurance checks and 24/7 monitoring during the voting period.</p>	<p>£</p>
<p>Enclosing Distribution</p>	<p>Project management of postal distribution process.</p> <p>Machine or hand enclosing of printed items into despatch envelopes. (Voting Document and Reply Envelope)</p> <p>Presentation of printed items according to distribution requirements.</p>	<p>£</p>

Service	Description	Price
<p>Response Handling</p> <p>Data Analysis</p> <p>Storage</p>	<p>Receive and open return envelopes, remove, flatten and sort contents in preparation for electronic processing. Counting of votes using Supplier system.</p> <p>Preparation, quality assurance and provision of weekly voting turnout report.</p> <p>Data analysis of data output and e-voting data outputs to produce internal voting reports (including de-duplication of postal, telephone and online votes) and final result.</p> <p>Storage of ballot material.</p>	£
Other		£
Total		£

Printed Items:

Item	Quantity	Specification	Personalisation	Versions	Price
Despatch Envelope	2400	C5 Window (printed black on face and flap)	None	1	£
Reply Envelope	2400	C6 Non-window (supplier stock)	None	1	£
Voting Document	2400	Black only, 4pp A4 on supplier branded paper, folded to A5	Laser personalised	3	£
Other					£
Total					£

Postage and Mail Processing:

Item	Destination	Quantity	Form at	Delivery Speed	Notes	Price
Despatch Postage	UK	2400	Letter	2nd Class (3 working days)	Up to 100g in weight and 5mm in thickness	£
Reply Postage	UK	1200	Letter	2nd Class (3 working days)	Up to 100g	£
Other						£
Total						£

ALL PRICES EXCLUSIVE OF VALUE ADDED TAX.

NOTES (where applicable)

General

- Prices to be based on the specification, printed items and postage detailed above.
- Prices to be exclusive of VAT and any delivery charges.
- Quoted fee is to include all travelling, subsistence and incidental costs.

Consultancy, Project Management, Administration

- Prices to be based on the expected number of hours of consultancy, project management and administration required for a project of the specification detailed above. The administration fee to allow for the processing of up to 100 enquiries from stakeholders about the non-receipt or reissue of postal packs or e-mails (unless Supplier at fault).

Pre-production

- All print copy to be supplied in digital format.
- Design of printed material may be based on standard artwork templates.
- Supplier undertakes to proofread with skill, care and diligence and to a competent standard.
- Prices to allow for initial proofing to customer and two sets of corrections and reproofs.
- Prices will assume that all mailing data records (postal or e-mail) will be supplied in a standard internationally recognised format with all required mailing attributes in separate data fields.
- Prices will assume a standard digital print setup for all digital print items unless otherwise stated in the specification detailed above.

Enclosing and Distribution

- Prices to assume the enclosing of printed material as a continuous production process.

E-Voting and Online Nominations

- Setup and configuration to include the customisation of the e-voting websites or nomination website.

E-Distribution

- Setup and configuration includes the customisation of the e-distribution software according to the specific requirements of the relevant project.

Printed material

- Prices to allow for producing sufficient quantity to cover waste during production processes and up to 2.5% of the individuals on the mailing list requesting replacement printed material.

Postage and Deliveries

- Prices to be based on postage rates as at the date of this estimate and be subject to Royal Mail increases by the time of completion.
- The final invoice will reflect the actual number of items returned (i.e. including those returned after the project completion date).

Signed on behalf of the Supplier:

Company Name _____

Employee Name _____

Signature _____

Date _____

11. Supporting Documentation Checklist

Ensure that you return all the following supporting documentation:

- 1) Copies of all relevant company insurance documents including name of insurer, policy number, expiry date, limits for any one incident and excesses under the policy
- 2) Data Protection policy and procedures to be adhered to in the handling of data; along with a draft information sharing agreement.
- 3) Contact details for two organisations for whom you have performed ballot services work and who may be approached for a reference
Confirmation that all employees are paid at least that national recognised 'living wage'.

APPENDIX 4

Complaints Self-Assessment 2024

BITMO Complaints Self-Assessment Form 2024

This self-assessment form should be completed by the complaints officer and discussed at the landlord's governing body annually. Evidence should be included to support all statements with additional commentary as necessary.

Explanations must also be provided where a mandatory 'must' requirement is not met to set out the rationale for the alternative approach adopted and why this delivers a better outcome.

Section 1 - Definition of a complaint Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents'</i>	Yes	<p>BITMO complaints policy defines a complaint as:</p> <p><i>'An expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.'</i></p>
1.3	The resident does not have to use the word 'complaint' for it to be treated as such. A complaint that is submitted via a third party or representative must still be handled in line with the landlord's complaints policy.	Yes	BITMO's policy states that complaints may be (i) an expression of dissatisfaction, however made, and (ii) made via a third party so authorised to act.

1.6	... if further enquiries are needed to resolve the matter, or if the resident requests it, the issue must be logged as a complaint	Yes	BITMO - This is outlined within the complaints policy. An assessment is made of service requests and complaints logged where requested/appropriate.
1.7	A landlord must accept a complaint unless there is a valid reason not to do so.	Yes	BITMO - Reasons for exclusions are detailed within the complaints policy. BITMO's policy states that it will investigate whether there has been a service failure.
1.8	A complaints policy must clearly set out the circumstances in which a matter will not be considered, and these circumstances should be fair and reasonable to residents.	Yes	BITMO's policy states that a complaint needs to relate to a relevant standard of service or action/lack of action by staff or those acting on behalf of the organisation. A request for service or information or a complaint about a neighbour or third party is not a complaint (unless a third-party acts on behalf of BITMO). Matters will not be considered if the issue arose over 6 months ago, is subject to legal proceedings or has already been considered under the policy and all stages completed.
1.9	If a landlord decides not to accept a complaint, a detailed explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman.	Yes	The reasons for the non-acceptance of a complaint will be relayed to the tenant.

Best practice 'should' requirements

Code section	Code requirement	Comply Yes/No	Evidence, commentary, and any explanations
1.4	Landlords should recognise the difference between a service request , where a resident may be unhappy with a situation that they wish to have rectified, and a complaint about the service they have/have not received.	Yes	Any issues of uncertainty are passed to management to ascertain whether a complaint is being made.
1.5	Survey feedback may not necessarily need to be treated as a complaint, though, where possible, the person completing the survey should be made aware of how they can pursue their dissatisfaction as a complaint if they wish to.	Yes	BITMO (via Leeds City Council) conducts a quarterly tenant satisfaction survey and tenants are asked if any negative comments can be relayed to the service provider and such feedback may be considered to be a complaint.

Section 2 - Accessibility and awareness Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
2.1	Landlords must make it easy for residents to complain by providing different channels through which residents can make a complaint such as in person, over the telephone, in writing, by email and digitally. While the Ombudsman recognises that it may not be feasible for a landlord to use all the potential channels, there must be more than one route of access into the complaints system.	Yes	BITMO's policy states that complaints may be made by the following mechanisms: <ul style="list-style-type: none"> • In person at our office • To a member of staff on the estate • By telephone • In writing • By email • Via the website • Via a third party.
2.3	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the number of stages involved, what will happen at each stage and the time limits for responding.	Yes	BITMO policy is available via: https://www.belleisleymo.co.uk/contact-us/feedback-complaints/ It is also available via leaflet form and in large print or translation if requested. Details of stages and timescales are given.
2.4	Landlord websites, if they exist, must include information on how to raise a complaint. The complaints policy and process must be easy to find on the website.	Yes	As above, this is clearly set out and accessible on the main BITMO website See above website link
	Landlords must comply with the Equality Act 2010 and may need to adapt normal policies, procedures, or processes to accommodate an individual's needs. Landlords must satisfy themselves that their policy	Yes	The BITMO Policy states that ' <i>We will seek to make any reasonable adjustments to process necessary in order to comply with requests under the Equality Act 2010.</i>

2.5	sets out how they will respond to reasonable adjustments requests in line with the Equality Act and that complaints handlers have had appropriate training to deal with such requests.		Staff have had EDI training in 2023 and the Policy has been circulated. All reasonable adjustments will be considered and, if possible, complied with. Separate customer care training provided for front line customer service provision.
2.6	Landlords must publicise the complaints policy and process, the Complaint Handling Code and the Housing Ombudsman Scheme in leaflets, posters, newsletters, online and as part of regular correspondence with residents.	Yes	<p>Where a customer is dissatisfied with a service, we will make them aware of the complaints procedure and we regularly ask for feedback on our services.</p> <p>Key contact information is regularly given to residents via newsletter, email, social media, website, posters and leaflets. Feedback is welcomed. The Complaints Policy and Procedure is detailed on the website, newsletter and on leaflets. Details of the Code are on the website.</p>
2.7	Landlords must provide residents with contact information for the Ombudsman as part of its regular correspondence with residents.	Yes	BITMO includes information on how to complain and the role of the Ombudsman together with contact details in newsletters, emails and social media posts.
2.8	Landlords must provide early advice to residents regarding their right to access the Housing Ombudsman Service throughout their complaint, not only when the landlord's complaints process is exhausted.	Yes	BITMO – Ombudsman details are given on complaints literature and residents are given this detail when they are notified of the outcome of the initial stage of investigations.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
2.2	Where a landlord has set up channels to communicate with its residents via social media, then it should expect to receive complaints via those channels. Policies should contain details of the steps that will be taken when a complaint is received via social media and how confidentiality and privacy will be maintained.	No	<p>If we receive complaints in a public forum, we invite the customer to speak to us in private to address any complaints. This is then processed through the correct channels. Our complaints policy doesn't currently specifically reference social media, but our practices maintain confidentiality and privacy if a complaint is received in this way. The service will seek to include more clarity on complaints received through social media within the wider council complaints policy.</p> <p>Issues of confidentiality, privacy and social media are detailed in the Complaints Policy.</p>

Section 3 - Complaint handling personnel Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
3.1	Landlords must have a person or team assigned to take responsibility for complaint handling to ensure complaints receive the necessary attention, and that these are reported to the governing body. This Code will refer to that person or team as the "complaints officer".	Yes	BITMO complaints administration is conducted by the Governance & Finance Team. Guidance is sought from senior managers as to which independent manager should undertake the Stage 1 review. Complaints statistics are reported to the Board.
3.2	...the complaint handler appointed must have appropriate complaint handling skills and no conflicts of interest.	Yes	BITMO – the Governance & Finance Team have extensive experience of complaint handling. Staff are required to declare any conflicts of interest.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
3.3	Complaint handlers should: <ul style="list-style-type: none"> • be able to act sensitively and fairly • be trained to handle complaints and deal with distressed and upset residents • have access to staff at all levels to facilitate quick resolution of complaints • have the authority and autonomy to act to resolve disputes quickly and fairly. 	Yes	BITMO – complaint handlers are managers within the organisation and have extensive skills and experience in customer liaison. They have autonomy to make decisions. Staff have been reminded of the need to prioritise enquiry responses.

Section 4 - Complaint handling principles Mandatory
 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
4.1	Any decision to try and resolve a concern must be taken in agreement with the resident and a landlord's audit trail/records should be able to demonstrate this. Landlords must ensure that efforts to resolve a resident's concerns do not obstruct access to the complaints procedure or result in any unreasonable delay. It is not appropriate to have extra named stages (such as 'stage 0' or 'pre-complaint stage') as this causes unnecessary confusion for residents. When a complaint is made, it must be acknowledged and logged at stage one of the complaints procedure within five days of receipt.	Yes	We aim to log and acknowledge within 3 working days
4.2	Within the complaint acknowledgement, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties	Yes	<p>Written acknowledgements briefly describe the nature of the complaint. For complaints acknowledged over the phone, the officer will clarify all the details with the customer before allocating to an Investigating Officer. As part of the investigation, the Investigating Officer will attempt to speak to the customer about their complaint. This is in order to understand the complaint in full, the impact to the customer and what the customer would like us to do to resolve the complaint.</p> <p>A complaint capture form is used to ensure that the nature of the complaint and the outcomes sought are clear.</p>

4.6	A complaint investigation must be conducted in an impartial manner	Yes	At BITMO (Belle Isle Tenancy Management Organisation) the Investigating Officer is normally independent from the team to whom the complaint is directed.
4.7	<p>The complaint handler must:</p> <ul style="list-style-type: none"> • deal with complaints on their merits • act independently and have an open mind • take measures to address any actual or perceived conflict of interest • consider all information and evidence carefully • keep the complaint confidential as far as possible, with information only disclosed if necessary to properly investigate the matter 	Yes	BITMO – Investigating Officers are independent from the team being investigated. In-house complaint handling training is provided for Investigating Officers and for Panel members.
4.11	Landlords must adhere to any reasonable arrangements agreed with residents in terms of frequency and method of communication	Yes	<p>When a complaint is logged, the officer asks the customer how they would like to be communicated with. If the response timescale needs to be extended, this is agreed with the customer. We would agree communication methods and frequency with the customer as part of the investigation.</p> <p>At BITMO, all reasonable arrangements and requested methods and frequency of communication would be adhered to.</p>

4.12	<p>The resident, and if applicable any staff member who is the subject of the complaint, must also be given a fair chance to:</p> <ul style="list-style-type: none"> • set out their position • comment on any adverse findings before a final decision is made. 	Yes	At BITMO the complainant and those staff that are subject to the complaint are spoken to by the Investigating Officer/Panel at each stage of the process and given an opportunity to respond to allegations and findings before a decision is made.
4.13	A landlord must include in its complaints policy its timescales for a resident to request escalation of a complaint	Yes	The Complaints Policy stipulates an appeal to Stage 2 should take place no later than 28 days after the Stage 1 response.
4.14	A landlord must not unreasonably refuse to escalate a complaint through all stages of the complaints procedure and must have clear and valid reasons for taking that course of action. Reasons for declining to escalate a complaint must be clearly set out in a landlord's complaints policy and must be the same as the reasons for not accepting a complaint.	Yes	Any refusal to escalate would need to have good reason, which would be conveyed to the customer. Reasons for declining an escalation are set out in the Complaints Policy.
4.15	A full record must be kept of the complaint, any review, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties and any reports or surveys prepared	Yes	All complaint details and documents are placed in bespoke server folders in SharePoint. Progress of each complaint is monitored via a tracker system.
4.18	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives when pursuing a complaint	Yes	BITMO has a Service Code of Conduct which sets out why behaviour needs to be acceptable. We provide a leaflet to residents and their representatives that sets out clearly the action we will take if behaviour is not acceptable.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
4.3	Landlords should manage residents' expectations from the outset, being clear where a desired outcome is unreasonable or unrealistic	Yes	<p>We would expect the Investigating Officer to discuss openly and honestly the realistic remedies available to help manage tenant expectations. Our customer satisfaction monitoring allows us to track the extent this is being done.</p> <p>Customer satisfaction is currently monitored via quarterly surveys and also sending questionnaires to all complainants.</p>
4.4	A complaint should be resolved at the earliest possible opportunity, having assessed what evidence is needed to fully consider the issues, what outcome would resolve the matter for the resident and whether there are any urgent actions required	Yes	<p>The relevant issues and desired outcome are discussed at the earliest opportunity with the customer.</p> <p>This is done by:</p> <ul style="list-style-type: none"> • Identifying immediate service requests to action when we log the complaint • Seeking a quality conversation with the customer prior to issuing the formal response <p>Customer satisfaction monitoring gives us feedback from residents who have been through the complaints process to help us understand and measure the extent to which we have done this.</p>

4.5	Landlords should give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord where this is reasonable.	Yes	We accept complaints from advocates or representatives where this has been agreed with the customer. If no advocacy arrangement is in place, we would direct the response to the customer
4.8	Where a key issue of a complaint relates to the parties' legal obligations landlords should clearly set out their understanding of the obligations of both parties.	Yes	We would direct customers to the tenancy agreement and any relevant legislation. Investigating Officers have access to Leeds City Council legal services for more complex cases. We are also aware of the importance of outlining both our responsibilities as a landlord and the customer's responsibilities as a tenant. Where appropriate, we would signpost customers to independent legal advice.
4.9	Communication with the resident should not generally identify individual members of staff or contractors.	Yes	Investigating Officers adopt a 'one organisation' response for complaints and respond as 'BITMO'. Individual staff members or contractors will only be referenced where a customer has specifically complained about an individual officer or contractor.
4.10	Landlords should keep residents regularly updated about the progress of the investigation.	Yes	<p>The Complaints Policy sets out response timescales. Any variation from these would be notified to the Complainant and agreement sought.</p> <p>Response times are diarised for the Investigating Officer with 5-day advance warnings given before the deadline.</p>

4.16	Landlords should seek feedback from residents in relation to the landlord's complaint handling as part of the drive to encourage a positive complaint and learning culture.	Yes	Satisfaction surveys are issued to customers who have had a complaint response. These are used to identify service improvement opportunities that are shared with staff and teams.
4.17	Landlords should recognise the impact that being complained about can have on future service delivery. Landlords should ensure that staff are supported and engaged in the complaints process, including the learning that can be gained	Yes	Impacts on staff are discussed during regular meetings – either One to One or more generally. Complaint discussion sessions are held with staff periodically.
4.19	Any restrictions placed on a resident's contact due to unacceptable behaviour should be appropriate to their needs and should demonstrate regard for the provisions of the Equality Act 2010.	Yes	We will only restrict or reduce customer contact as a last resort to safeguard staff. We will always ensure that a channel of communication is available with the tenant or representative.

Section 5 - Complaint stages

Mandatory 'must' requirements Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.1	Landlords must respond to the complaint <u>within 10 working days</u> of the complaint being logged. Exceptionally, landlords may provide an explanation to the resident containing a clear time limit for when the response will be received. This should not exceed a further 10 days without good reason.	No	Service response times from BITMO are 10 working days for Stage 1 and 15 working days for Stage 2. Explanations are given for any needed extensions. Responses within timescales were below the 100% target for 2022-23. Some 70% of Stage 1 complaints and 67% of Stage 2 were responded to within timescales. Performance has however improved significantly from 1 April 2023.
5.5	A complaint response must be sent to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue, are completed. Outstanding actions must still be tracked and actioned expeditiously with regular updates provided to the resident.	No	This is in line with our current guidance to Investigating Officers Outstanding actions will be tracked, and relevant staff informed, but this has not been completely adhered to until recently.
5.6	Landlords must address all points raised in the complaint and provide clear reasons for any decisions, referencing the relevant policy, law, and	Yes	Response templates and team discussions support and guide Investigating Officers to

	good practice where appropriate		respond to the complaint in full, with all relevant information
5.8	Landlords must confirm the following in writing to the resident at the completion of stage one in clear, plain language: <ul style="list-style-type: none"> • the complaint stage • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions • details of how to escalate the matter to stage two if the resident is not satisfied with the answer 	Yes	Our response templates have been reviewed and updated to ensure that customers are receiving detailed responses to their complaints. Responses are reviewed for quality assurance and outcomes are fed back to the leadership team and relevant officers.

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.9	If all or part of the complaint is not resolved to the resident's satisfaction at stage one it must be progressed to stage two of the landlord's procedure, unless an exclusion ground now applies. In instances where a landlord declines to escalate a complaint it must clearly communicate in writing its reasons for not escalating as well as the resident's right to approach the Ombudsman about its decision.	Yes	Complaints are escalated to stage 2 where appropriate. If a complaint isn't being escalated, the customer will be provided with reasons for why their complaint isn't being escalated alongside signposting to the relevant appeals process (if applicable) and to the Housing Ombudsman Service.
5.10	On receipt of the escalation request, landlords must set out their understanding of issues outstanding and the outcomes the resident is seeking. If any aspect of the complaint is unclear, the resident must be asked for clarification and the full definition agreed between both parties.	Yes	An information capture form is completed for each escalation. This form sets out the nature of the complaint and resolution sought. It is sent to the Complainant along with other documentation that the Panel will be reviewing prior to the hearing.

5.11	Landlords must only escalate a complaint to stage two once it has completed stage one and at the request of the resident.	Yes	As per policy, we respond at stage 1 initially and escalate to stage 2 on the customer's or their representative's request
5.12	The person considering the complaint at stage two, must not be the same person that considered the complaint at stage one.	Yes	Stage 2 referrals are dealt with by a panel of 2 board members and a senior manager. The original investigating officer from Stage 1 does not form part of the panel.
5.13	Landlords must respond to the stage two complaint <u>within 20 working days</u> of the complaint being escalated. Exceptionally, landlords may provide an explanation to the resident containing a clear time limit for when the response will be received. This should not exceed a further 10 days without good reason.	No	The target for Stage 2 responses is 15 working days. Extensions may exceptionally be required, and the complainant is kept informed as to the reasons and to likely timescales. See above for performance report.
5.16	Landlords must confirm the following in writing to the resident at the completion of stage two in clear, plain language: <ul style="list-style-type: none"> • the complaint stage • the complaint definition • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions and <ul style="list-style-type: none"> • if the landlord has a third stage, details of how to escalate the matter to stage three • if this was the final stage, details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied. 	Yes	Response templates and procedures reviewed. Responses to be checked monthly by a senior manager.

Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.17	Two stage landlord complaint procedures are ideal. This ensures that the complaint process is not unduly long. If landlords strongly believe a third stage is necessary, they must set out their reasons for this as part of their self-assessment. A process with more than three stages is not acceptable under any circumstances.	Yes	BITMO operates a two-stage process.
5.20	Landlords must confirm the following in writing to the resident at the completion of stage three in clear, plain language: <ul style="list-style-type: none"> • the complaint stage • the complaint definition • the decision on the complaint • the reasons for any decisions made • the details of any remedy offered to put things right • details of any outstanding actions • details of how to escalate the matter to the Housing Ombudsman Service if the resident remains dissatisfied 	N/A	BITMO – N/A

Best practice 'should' requirements
Stage 1

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.2	If an extension beyond 20 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties.	Yes	In most cases a date is mutually agreed, and we would seek to discuss this with the customer
5.3	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	Yes	We would provide contact details for the HOS
5.4	Where the problem is a recurring issue, the landlord should consider any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.	Yes	We would endeavour to look at relevant historical information to help provide a quality response and outcome for the customer
5.7	Where residents raise additional complaints during the investigation, these should be incorporated into the stage one response if they are relevant and the stage one response has not been issued. Where the stage one response has been issued, or it would unreasonably delay the response, the complaint should be logged as a new complaint.	Yes	Investigating Officers are encouraged to be flexible. At both stage 1 and stage 2, the complainant is given the opportunity to speak with the Investigating Officer or Panel for either side to understand each other's position and to help provide a considered and high-quality response. At this time additional concerns or queries can be raised, if relevant.

Stage 2

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.14	If an extension beyond 10 working days is required to enable the landlord to respond to the complaint fully, this should be agreed by both parties	Yes	In most cases a date is mutually agreed, and we would seek to discuss this with the customer
5.15	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	Yes	BITMO would provide contact details for the HOS

Stage 3

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
5.18	Complaints should only go to a third stage if the resident has actively requested a third stage review of their complaint. Where a third stage is in place and has been requested, landlords must respond to the stage three complaint <u>within 20 working days</u> of the complaint being escalated. Additional time will only be justified if related to convening a panel. An explanation and a date for when the stage three response will be received should be provided to the resident.	N/A	BITMO – N/A
5.19	Where agreement over an extension period cannot be reached, landlords should provide the Housing Ombudsman's contact details so the resident can challenge the landlord's plan for responding and/or the proposed timeliness of a landlord's response.	N/A	BITMO – N/A

Section 6 - Putting things right Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
6.1	Effective dispute resolution requires a process designed to resolve complaints. Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right.	Yes	Rectification of the problem is always pursued as far as possible when there is any sort of service failure. Apologies and compensation are given where appropriate, but these are secondary to rectifying the underlying issue if there is a service failure.
6.2	Any remedy offered must reflect the extent of any service failures and the level of detriment caused to the resident as a result. A landlord must carefully manage the expectations of residents and not promise anything that cannot be delivered or would cause unfairness to other residents.	Yes	BITMO's standard operating procedures ensure consistency of approach. Expectations are not raised until some certainty and timescales exist as to actions needed.
6.5	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Remedies and possible timescales are clearly detailed to customers.
6.6	In awarding compensation, a landlord must consider whether any statutory payments are due, if any quantifiable losses have been incurred, the time and trouble a resident has been put to as well as any distress and inconvenience caused.	Yes	BITMO has a Compensation Policy which is adhered to for consistency.

Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
6.3	Landlords should look beyond the circumstances of the individual complaint and consider whether anything needs to be 'put right' in terms of process or systems to the benefit of all residents.	Yes	Complaints are discussed at management meetings to assess any lessons learnt. Any proposed alterations to processes are put to senior managers for approval.
6.7	In some cases, a resident may have a legal entitlement to redress. The landlord should still offer a resolution where possible, obtaining legal advice as to how any offer of resolution should be worded.	Yes	Investigating Officers have access to legal advice where appropriate.

Section 7 - Continuous learning and improvement

Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
7.2	Accountability and transparency are integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints in their annual report and more frequently to their residents, staff, and scrutiny panels.	No	BITMO's complaints information is fed through to LCC (Leeds City Council) for inclusion in reporting above. In addition, BITMO conveys complaints performance to Board and Staff.

			<p>For the year 2022-23 it will include a report on complaints handling in its annual <i>Reports and Financial Statements</i>.</p> <p>Learning from complaints will also be reported via newsletters.</p>
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Best practice 'should' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
7.3	A member of the governing body should be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This role will be responsible for ensuring the governing body receives regular information on complaints that provides insight to the governing body on the landlord's complaint handling performance.	No	We are currently reviewing our governance arrangements and have identified this requirement so that it is included as a responsibility of a BITMO Board member from July 2023.
7.4	<p>As a minimum, governing bodies should receive:</p> <ul style="list-style-type: none"> • Regular updates on the volume, categories, and outcome of complaints, alongside complaint handling performance including compliance with the Ombudsman's orders • Regular reviews of issues and trends arising from complaint handling, • The annual performance report produced by the Ombudsman, where applicable • Individual complaint outcomes where necessary, including where the Ombudsman made findings of severe maladministration or referrals to regulatory bodies. The implementation of management responses should be tracked to ensure they are delivered to agreed timescales. The annual self-assessment against the Complaint Handling Code for scrutiny and challenge. 	No	Regular reports on volumes, categories, outcomes and performance are given to the Board. The Ombudsman performance report would be included within the LCC structure as landlord. Individual outcomes are reported to the Board where necessary. A complaints tracker is maintained to ensure actions are dealt with within timescales.

7.5	Any themes or trends should be assessed by senior management to identify potential systemic issues, serious risks or policies and procedures that require revision. They should also be used to inform staff and contractor training.	Yes	Management discusses complaint issues during operational meetings, as they arise and as resolved. Training issues are identified and built into the training plan where needed.
7.6	Landlords should have a standard objective in relation to complaint handling for all employees that reflects the need to: <ul style="list-style-type: none"> • have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments • take collective responsibility for any shortfalls identified through complaints rather than blaming others • act within the Professional Standards for engaging with complaints as set by the Chartered Institute of Housing. 	Yes	Standard operating procedures have been conveyed to staff through internal training. A pan-organisational approach is adopted to ensure a joined-up approach to dealing with issues. Further training will be built into the training plan for staff and board members.

Section 8 - Self-assessment and compliance Mandatory 'must' requirements

Code section	Code requirement	Comply: Yes/No	Evidence, commentary, and any explanations
8.1	Landlords must carry out an annual self-assessment against the Code to ensure their complaint handling remains in line with its requirements.	Yes	BITMO is completing the annual self-assessment herewith for the second time.
8.2	Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.	Yes	During the period of this self-assessment, we have not undergone any significant restructure or changes to process.
8.3	Following each self-assessment, a landlord must: <ul style="list-style-type: none"> • report the outcome of their self-assessment to their governing body. In the case of local authorities, self-assessment outcomes should be reported to elected members • publish the outcome of their assessment on their website if they have one, or otherwise make accessible to residents • include the self-assessment in their annual report section on complaints handling performance 	No	The self-assessment will be shared with our Board in January before publication on the website The self-assessment will also be signposted in our Annual Report later in the year

