



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION
BOARD MEETING**

AGENDA AND PAPERS

Thursday 7th August 2025 at 6.00pm

Refreshments from 5.30pm

**BITMOs GATE
Aberfield Gate
Belle Isle
(With Teams Available)**

Notes:

Relevant confidentiality

- 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 7th August 2025
at BITMOs GATE at 6.00pm
(With online access available)

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

Part A – Public Agenda Items

- Apologies
- Questions from the public
- Issues raised by Board members for the agenda

Presentations:

- (i) BITMO Strategy Day planning
- (ii) Bitesize training: Board Code of Conduct (separately attached)

Meeting items:

1. Minutes and Matters Arising from the Board meeting held 29th May 2025 (page 6 & Appendix 1, page 52)
2. Operational report (page 8 & Appendix 2, page 61)
3. Disabled Adaptations Annual Review (page 21)
4. Risk Register Review (page 25 & Appendix 3, page 63)
5. Operations Committee Report (page 29 & Appendix 4, Damp & Mould Policy 73)
6. Finance Committee Report (page 39)
7. Board Forward Plan – meeting details (page 44)
8. Any other business (page 48)

Part B – Confidential Items (Part B papers)

Minutes of the meeting held on 29th May 2025 separately enclosed

BITMO Board meeting 7th August 2025

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 items	Bite Size training – lettings and how we let properties.	A fair transparent lettings process is vital for BITMO to comply with best practice and as a public benefit entity	Feedback issues from the estate and inform residents and board members.	Attend the update and raise any queries or issues of concern.
Operating reports	Operational update.	Provide insight into the quality of service we provide.	Continue to improve Board control and impact of decision making.	Discuss and advise.
Disabled Adaptations Review	Priority service provision where appropriate	Need to provide housing fit for purpose as far as possible	Ensure adaptations are done in the most appropriate way.	Review and approve the revised policy
Risk Register	Annual review of comprehensive register	Risk management is vital to all social housing organisations	Continue to review, liaise and take action as necessary	Review and agree the register
Operations Committee	Review of the second meeting of the Committee	Important operational activities are reviewed by the Committee which then advises the Board.	Operational activity will be reviewed In order to streamline reporting to Board.	Review the scrutiny and recommendations of the Committee.

Finance Committee	Report from the meeting of 17 th July.	Important financial activities are reviewed by the Committee which then advises the Board.	Continue to ensure financial viability	Approve recommendations of the Committee.
Board forward plan	To agree meeting and development event dates.	Required for good governance.	Update as appropriate.	Discuss and agree the forward plan.

Notes:

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 29th May 2025 (Appendix 1)**. The table below details updates on items not dealt with elsewhere on the agenda.

Full Board 29th May 2025

Item	Update
Solar panels	Finance Committee advised that payback is not suitable for BITMO properties. Investigations continue with regard to possible panels for the office. Last quote is 2020 was £14k.
Celebratory event	Event booked for 24 th October at Roxy's in Leeds. Meal and bowls activity.
Board Strategy Away Day	Booked for 30 th August at Oulton Hall Hotel. 10am to 4pm. Travel by car or taxi.
Belle Isle Circus access	Current online petition has 96 signatures. https://www.change.org/p/safe-pedestrian-access-to-belle-isle-circus Paper petitions are also being signed and numbers collated.
Audit tender.	Discussed in Operations and Finance Committee updates.
Parkside Hub	Updated in Finance Committee update.
Tree Nursery	Contact made with appointed officer in LCC legal. Queries answered.
Lift Off charity	Contact made with bank – awaiting further detail.

Recommendation:

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

Notes:

2. Operational Report

BITMO

Board of Management Report

Meeting Date: 7th August 2025

Report Title: Operational Report

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

The report draws together an update to the Board on matters of relevance to the running of BITMO not covered elsewhere on the agenda.

Specifically, it presents the latest building safety dashboard, KPI performance and an update on various community projects.

Recommendations:

Board is requested to

- 1 NOTE and comment on performance
- 2 NOTE the award of the planter contract
- 3 Agree that no further action will be taken in respect of Parkside Hub
- 4 Agree to undertake door knocking activities to support the Belle Isle Circus petition.

Equality Diversity and Inclusion

There are no implications arising from the report.

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 building safety dashboard shows performance of the repairs service and tenant satisfaction with it.

The tenancy standard sets the requirement for how tenancies are managed. 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 level of community engagement demonstrates compliance with this.

The neighbourhood and community standard requires providers to evidence partnership working and positive contribution to the appearance and safety of the neighbourhood.

Building safety dashboard.

Ref	Indicator	Description	Target	FY2024/25		
				April	May	June
BS01 (TSM)	Gas Safety Checks	Proportion of homes for which all required gas safety checks have been carried out	100%	98.80%	98.63%	98.52%
BS02 (TSM)	Fire Safety Checks	Proportion of homes for which all required fire risk assessments have been carried out	100%	100%	100%	100%
BS03 (TSM)	Asbestos Safety Checks	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%	88%	90%	91%
BS04 (TSM)	Water Safety Checks	Proportion of homes for which all required legionella risk assessments have been carried out	100%	0%	80%	100%
BS05 (TSM)	Lift Safety Checks	Proportion of homes for which all required communal passenger lift safety checks have been carried out	N/A	NA	NA	NA
RP01	Decent Homes	Proportion of homes that do <u>not</u> meet the Decent Homes Standard	≤ 1%	3.7%	3.7%	2.1%
RP02a	Repairs Completed in Target (Emergency)	Percentage of emergency repairs completed within target timescale	≥ 94%	98.8%	100.0%	99.0%
RP02b	Repairs Completed in Target (Non-Emergency)	Percentage of non-emergency repairs completed within target timescale	≥ 85%	96.6%	96.5%	96.4%
TP05 (TSM)	Tenant Satisfaction that the Home is Safe	Proportion of respondents who report they are satisfied that the home is safe	≥ 80%	79%		
BS06a	Gas Services Overdue	Proportion of gas services overdue and within access procedure process	≤ 0.2%	1.22%	1.22%	1.22%

BS06b	Gas Servicing - Non-Domestic	Proportion of non-domestic gas services carried out	100%	100%	100%	100%
BS07a	Gas Audits - Workmanship	Proportion of gas quality control audits passed - workmanship - cumulative score	≥ 90%	100%	100%	100%
BS07b	Gas Audits - Paperwork	Proportion of gas quality control audits passed - paperwork - cumulative score	≥ 90%	100%	100%	100%
BS08a	Electrical Testing - Fixed Wired Domestic	Proportion of homes with an in-date Electrical Installation Condition Report (EICR) - Domestic	100%	63.7%	65.1%	83.2%
BS08b	Electrical Testing - Fixed Wired Communal	Proportion of homes with an in-date Electrical Installation Condition Report (EICR) - Communal	100%	80%	96%	96%
HMA6	Void Properties	Proportion of void properties (HMA2) expressed as a % of total stock	≤ 1%	0.27%	0.44%	0.49%
BS09a	Fire Safety - HRRB	Proportion of Fire Risk Assessment completed for High Risk Residential Buildings (in scope of Building Safety Act)	100%	N/A	NA	NA
BS09b	Fire Safety - Non-HRRB	Proportion of Fire Risk Assessment completed for non-High Risk Residential Buildings (out of scope of Building Safety Act)	100%	100%	100%	100%
BS09c	Fire Safety - FRA Action Monitoring - HRRB	Proportion of Priority A Significant Findings outside target timescale - High Risk Residential Buildings (in scope of Building Safety Act)	< 0.01%	N/A	NA	NA
BS09d	Fire Safety - FRA Action Monitoring - Non-HRRB	Proportion of Priority A Significant Findings outside target timescale - non-High Risk Residential Buildings (out of scope of Building Safety Act)	< 0.01%	N/A	N/A	N/A
BS10	Fire Alarms	Proportion of fire alarms tested within programme	100%	80%	100%	100%
BS11	Fire Fighting Equipment	Proportion of fire fighting equipment maintenance visits completed within target	100%	100%	100%	100%
BS12	Emergency Lighting	Proportion of emergency lighting maintenance visits completed within target	100%	100%	100%	100%
BS13a	Flat Entrance Doors External Inspection	Proportion of flat entrance door inspections completed within programme - process followed and external inspection completed	100%	100%	100%	100%

BS13b	Flat Entrance Doors Inspected Both Sides	Proportion of flat entrance door inspections completed within programme - access gained and both sides of door inspected	≥ 70%	90.0%	90.0%	90.0%
BS14	Stock Condition	Proportion of homes that have had a full stock condition survey completed in the last 5 years	≥ 90%	82%	82%	82%
BS15	Damp & Mould	Number of open damp & mould cases	18	79	52	27
BS16	Sprinkler Maintenance	Proportion of homes for which sprinkler maintenance inspections have been carried out	100%	N/A	NA	NA
BS17	Asbestos Action Monitoring	Proportion of actions identified at asbestos inspections within target	100%	100%	100%	100%
BS18	Water Hygiene Action Monitoring	Proportion of actions identified at water hygiene inspections within target	100%	0%	100%	100%
BS19	Carbon Monoxide Detectors	Proportion of homes containing fixed combustion appliances with carbon monoxide detectors installed	100%	100%	100%	100%
BS20	Smoke Detectors	Proportion of homes with smoke detectors installed	100%	100%	100%	100%
BS21	Radon Testing	Proportion of radon testing undertaken against programme (note - programme commenced July 2023 and runs to July 2025)	188			

The building safety dashboard is a key reporting tool in terms of evidencing compliance with the Safety and Quality Consumer Standards. Within any given year homes will drop out of the decency standard as they become due for planned investment. All properties that are non-decent are due to have work done this year that will bring them into the standards. The amber grading in relation to damp and mould relates to a time lag in updating the monitoring tool. This work is ongoing.

Tenant Satisfaction measures

BITMO TSM Q1 2025-26					
	BITMO	Leeds City Council	Variance	Minimum Target	Var
Overall Satisfaction	82%	69%	13%	70%	12%
Well Maintained Home	81%	69%	12%	70%	11%
Safe Home	84%	75%	9%	70%	14%
Repairs Last 12 Months	84%	74%	10%	70%	14%
Time Taken Repairs	80%	76%	4%	70%	10%
Communal Areas	71%	62%	9%	70%	1%
Neighbourhood Contribution	78%	63%	15%	70%	8%
Approach to ASB	54%	54%	0%	70%	-16%
Safety in neighbourhood	53%	63%	-10%	70%	-17%
Neighbourhood Appearance	60%	57%	3%	70%	-10%
Listens & Acts	73%	54%	19%	70%	3%
Kept Informed	79%	69%	10%	70%	9%
Fairly & with Respect	86%	73%	13%	70%	16%
Complaints Handling	29%	26%	3%	70%	-41%
Easy to Deal With	81%	69%	12%	70%	11%
Friendly & Approachable	53%	56%	-3%	70%	-17%
Advice & Support	67%	44%	23%	70%	-3%
Good Reputation	53%	41%	12%	70%	-17%
Rent VFM	67%	55%	12%	70%	-3%

The information above shows that overall tenant satisfaction is positive. The areas where we need to continue to find ways to improve our service relate to “the neighbourhood”, handling complaints, and being friendly and approachable and having a good reputation.

Neighbourhood, safety, and management of ASB.

The first of these is addressed through three workstreams: our Local Pride initiative, Belle Isle Makeovers, and Planter refurbishment.

Local Pride seeks to identify areas on the estate that require tenant action or work by BITMO to improve their appearance. **Belle Isle Makeovers** invites tenants to identify a part of the estate that would benefit from some investment to improve its attractiveness, and use by the

community. A request for funding in this category is included in these papers. **The Planter refurbishment** programme is due to commence using funds the board made available from reserves to improve the appearance of the estate. Some 40 planters will be refurbished over the next few months, once completed the caretakers will take over maintenance of them. We are carrying out a larger procurement exercise for the remaining planters across the estate with an initial refurbishment and ongoing maintenance to be in place for a twelve month period. Upon completion of this work and the caretaker review, we will bring forward proposals to the Board for how we continue to maintain the appearance of the estate to a higher standard.

In terms of neighbourhood safety and management of ASB our focus is on community engagement to encourage people to report what they see to the police and to us. The important factor here is being consistent. Much higher levels of reporting will be necessary if we are to stand any chance of taking enforcement action against those who are causing problems.

We are carrying out a robust quality assurance review of our management of the ASB caseload to make sure that the actions we take are solution focused, and proactive. We anticipate that there will be improvements we can make and will report these to the Board, LASBT and Leeds Housing through our regular engagement with them.

Handling complaints

As previously reported, and included within these papers we are working hard to improve the way we manage complaints, and use the information they provide to improve our services.

Reputation

In terms of our reputation and being friendly and approachable it is difficult to understand the issues that we need to address here. Other TSMs indicate that we outperform LCC generally, and that most measures reach satisfaction levels of above 70%. We work hard to promote the successes we have through social media, the tenants' email, and Bits N Pieces, but still we do not achieve the levels of satisfaction that we aspire to. We are left wondering whether this category of satisfaction measure is a consequence of the former category; neighbourhood, and if we were able to achieve much higher levels in that category through having some high profile success in dealing with ASB, and really transformed the physical appearance of the area, then satisfaction in this measure might increase.

Tenant Perception Surveys									
Measure			BITMO	BITMO		LCC		LCC	
			2023-24	2024-25		2023-24	Var	2024-25	Var
			%	%		%		%	
Overall Satisfaction	TP01	Satisfied	71	75	↗	66	5	66	9
Repairs last 12 months	TP02	Satisfied	77	82	↗	70	7	70	12
Time Taken Repairs	TP03	Satisfied	73	82	↗	67	6	68	14
Well Maintained Home	TP04	Satisfied	76	73	↘	67	9	67	6
Safe Home	TP05	Satisfied	80	79	↘	74	6	72	7
Listens & Acts	TP06	Satisfied	62	65	↗	55	7	54	11
Kept Informed	TP07	Satisfied	75	78	↗	67	8	66	12
Fairly & with Respect	TP08	Agrees	80	79	↘	74	6	73	6
Complaints Handling	TP09	Satisfied	27	41	↗	29	-2	26	15
Communal Areas	TP10	Satisfied	79	69	↘	64	15	62	7
Neighbourhood Contribution	TP11	Satisfied	75	71	↘	60	15	51	20
Approach to ASB	TP12	Satisfied	55	51	↘	53	2	52	-1
Supplementary questions:									
Neighbourhood Appearance		Satisfied	59	57	↘	58	1	51	6
Safety in Neighbourhood		Safe	58	64	↗	63	-5	60	4
Easy to Deal With		Satisfied	74	77	↗	65	9	65	12
Advice & Support		Agrees	56	62	↗	50	6	45	17
Friendly & Approachable Staff		Agrees	60	65	↗	62	-2	52	13
VFM Rent		Satisfied	65	67	↗	67	-2	54	13
Good Reputation		Agrees	54	53	↘	37	17	36	17

TSM data for the previous two years is presented for comparison.

Performance

The detailed performance grid is presented at Appendix 2. The grid shows strong and improving performance. Of particular note in this period is the improved repairs performance. Performance in rent collection and tenancy management continues to be strong, and we continue to be ahead of all other LCC areas both in terms of the actions we take and the outcomes achieved.

KPIs in the well run organisation category are of concern in terms of board membership and board participation in the appraisal process. We are actively recruiting additional board

members and expect to fill all positions at the AGM. In terms of appraisal several dates have been offered to Board members, and individuals have been approached individually, reminders have been sent and still just under half of the board members have not participated in this process which is mandatory.

It is proposed that from next year, which begins at the AGM in September, that members who do not attend training and appraisals will be stood down.

A number of KPIs in the Safer Stronger Greener category are not at target levels. These relate mainly to compliance in relation to gas safety and electrical periodic inspections. Regarding gas where certificates are not in place the access procedure is being pursued. Regarding Electricity, where the issue is access, the access procedure is being used, where the issue is delivery by LBS, this is being managed by the team.

We find that each year, the same core group of tenants delay in giving us access to carry out gas safety inspections. A number of these tenants are quite vulnerable and we work closely with them. Where this is not the case and refusal is more deliberate we will be writing to them advising that failure to allow access in future will result in a recharge for the cost of failed appointments, in line with the tenancy agreement.

Procurement

We recently requested quotes from suitably experienced landscape companies to undertake work to 44 planters on the estate. The results are as follows:

Number of expressions of interest	Number of quotes received	Value of quotes	Result
4	2	£30k	Work awarded
		£107k	Work not awarded.

The contract will be managed through a works order and published on the Yortender platform by LCC.

The Leeds procurement team are supporting us through a further procurement for the remaining planters on the estate, the outcome of this will be reported to Board at the appropriate time. Current indications are that there is not a great deal of interest in the work. The contract appears to be too small for large contractors and too large for small contractors.

We are exploring options around parcelling up the work in smaller packages to enable small family run companies to be able to bid for it.

We are seeking prices from companies that provide internal audit services. This work will add to the assurance we are able to give to the Board regarding our performance and the robustness and quality of our services.

Community projects

Belle Isle Parade proposed tree nursery – Work is ongoing water is being installed.

Parkside Hub

Board Members asked BITMO to explore if there is potential for us to be involved in re-opening Parkside Hub and keeping it going as a valuable community asset.

The building is owned by LCC. It is located at Coopers Field which provides extensive recreational space used by sports clubs and individuals. It is approached by footpath. There is no road access to it, and hence no parking. It provides a kitchen, toilet and changing facilities, showers, and a number of rooms that could be made available for hire for a range of activities.

BITMO have undertaken a condition survey and identified a minimum of £71k works to be required. In addition a drain survey is needed. We have also identified the revenue costs associated with opening the building. It is estimated that the minimum annual costs would be circa £30k to cover the lease cost, utilities, insurance and a part time staffing resource to act as caretaker. Additional staffing to manage income generation would be in the region of £32k. Legal costs to establish a lease are likely to be in the region of £5k.

Construction costs	Estimate £90k
Revenue costs	Estimate £30k
Set up costs	£5k
Staff costs	£32k
Total first year cost	£157k

1. Financial support

Councillors have suggested that the community infrastructure levy could be used to fund the work required, supplemented by support from Wates charity. No firm commitments have been made in this regard.

The BITMO Board has made clear that for BITMO to be involved in the project the refurbishment and running costs would need to be provided by external sources, with no call upon BITMO funds. If BITMO were to be involved, it would need to be the Lessee with total running costs being covered by income arising from hire of the building and charitable donations.

Income from hire charges would need to be in excess of £1000 per week or £40 per hour for a minimum of 30 hours hire per week. Generating and maintaining this level of income would require an additional staffing resource within BITMO.

2. Potential revenue

The groups that have expressed an interest in using the facilities are

- Rugby club
- Rollerskating
- Boxing club
- Hunslet club majorettes
- Big Teacher company

BITMO have not received any contact details for any of the potential users of the facilities to date, and no firm commitments have been made. At this point it seems unlikely that each of these groups would be in a position to guarantee contributions of £200 per week to operate their activities at the location.

3. Potential partnerships

BITMO have met with the Hunslet Club to explore the potential for collaboration on this project, and the scope for this is minimal. While that organisation very much wants to see the legacy of the building retained, they do not need the facilities that would be offered, and are not in a position to fund either capital or revenue costs. We are not aware of any other organisations that are interested in collaborating around this project.

4. Operating model and governance

If BITMO were to be the lessee, control of the building and its use would have to vest with BITMO. It is very unlikely that BITMO would be able to raise charitable donations in relation to this project. It has been suggested that the Lift Off charity established by BITMO could be the lessee, however the charitable objects of Lift Off don't align with the project.

5. Business Case

The business case for BITMO to take on the lease of the building and carry out the works necessary to bring it back into use is not clear.

6. Alternative options

The importance to the community of the facilities at Parkside Hub needs to be evidenced. It is suggested that this is best done through creation of a Community Interest Company (CIC) and crowdfunding. This would generate profile and provide the opportunity for individuals interested in driving the project forward to make themselves known. It would also have the benefit that a CIC is relatively straightforward to set up, and would be well placed to attract LA funding and charitable funding.

BITMO and Hunslet Club staff would be available to support establishment of the CIC and other activities.

7. Recommendation

On the basis of the information presented above the Board are advised to terminate any further discussion of formal involvement with Parkside Hub. BITMO staff will be happy to provide what assistance we can in setting up a CIC and promoting the project.

Belle Isle Circus Update

The petition in place to provide safe pedestrian access has generated approximately 200 signatures at the time of writing. If Board wish to see the project progress it would be useful for members to commit to door knocking and collecting signatures.

Conclusion

There remain opportunities to improve performance, but overall performance is good, and compares favourably to local comparators. Considerable community engagement is taking place and there is clear evidence of the tenant voice in the work of BITMO, and the projects we run. Our contribution to partnerships in the community is also evidenced and continues to strengthen. There is reason for a high level of confidence in the organisation.

Recommendations:

Board is requested to:

- 1 NOTE and comment on the performance
- 2 NOTE the award of the planter contract
- 3 Agree that no further action will be taken in respect of Parkside Hub
- 4 Agree to undertake door knocking activities to support the Belle Isle Circus petition.

Notes:

3. Disabled Adaptations Annual Review

BITMO

Board of Management Report



Meeting Date: 7th August 2025

Report Title: Disabled Adaptations Annual Review

Author(s): Deborah Kelly

For Information/ ~~Decision/~~ Discussion

Executive Summary:

The report provides a review of disabled adaptations requested and carried out in the financial year 2024 to 2025. It presents performance information on the time taken to respond to requests, reach decisions, and complete work. It provides financial information and describes the improvements we are making to ensure the work complies with policy and procedure.

We received 30 requests for adaptations in the financial year . Of the 30 requests rehousing would have been a practical option in 24 cases. However, 16 were approved. The average number of days from request to decision was 33 days, and the average number of days from request to completion of agreed works was 70 days. Of those which were declined 7 were declined because the property was a 2 or three bed house and the household was under-occupying the property, and the adaptation was a combination of stairlift, ramp and wet floor shower room, and rehousing was considered the most practical option.

Recommendations:

Board is requested to discuss the report and comment on it.

Equality Diversity and Inclusion

Offering a disabled adaptation service directly relates to the provision of a service that recognises the specific needs of tenants. The information presented shows that older single person households in family type accommodation are less likely to have adaptations approved than other groups..

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 disabled adaptation service is covered by the Safety and Quality Standard, the Tenancy Standard and the Transparency Influence and Accountability standard.			

1. Introduction

BITMO produced a disabled adaptations policy in April 2023. It sets out the decision framework for approving and declining requests for disabled adaptations. We recognise the importance to quality of life for people to be able to remain in their home and for it to be adapted to meet their needs as those needs change, through illness, disability or other life circumstance. We have to balance this against the need to offer the most reasonably practical solution and make the best use of the council's housing stock to meet housing need.

2. Types of adaptations requested

Wet Floor shower

The most frequently requested type of adaptation is a combination of wet floor shower room and stairlift (20 requests). Typically these are requested by older tenants, in family type accommodation. In these circumstances we have to consider whether the best decision is to carry out the adaptation or suggest rehousing. The factors we take into account are the age of the tenant, and the medical circumstances surrounding the request.

In the year 24/25 20 such requests were received. 8 were approved. 10 were declined. One tenant died before the work was ordered, and one tenant was not happy to proceed with the standard white tiles that are offered. In all but one circumstance rehousing would have been a practical alternative. Where the request was declined this was because 1] the property was significantly underoccupied and/or 2] the tenant was very elderly and the improvements in quality of life were not commensurate with the practicality of doing the work which is very disruptive.

Ground floor facilities

Two requests were received for additional bedrooms to be created in houses where there is a child with behavioural problems. Both were declined as the houses were overcrowded and the best long term solution is to obtain larger accommodation.

One request was received to create a ground floor bedroom and bathroom, remove a step and provide handrails to aid access to the garden. This was declined and the tenant was rehoused.

One request was received to install a ground floor wc. This was declined as it was not practical to do so.

Closomat

One request was received and approved.

3. Performance

No of adaptations requested	Number of days between request and decision	Number of days between request and works completed	No of adaptations approved	No of adaptations declined	Total value of adaptations carried out	Average cost
30	33	70	16	14	£76,836	£4.802

4. Issues

Speed of decision making

The average number of days from 1] request to decision of 33 days and 2] to date of completed works of 70 days masks some outlying cases where the decision and work completion processes took much longer. We are working to achieve a higher level of consistency in the length of time it takes to make a decision and complete the works. We will add a target decision time and target works completion time to our customer information.

Consistency of decision making.

It is not always clear from the records kept why one request for a wet floor shower is approved and another is not. We are seeking to standardise the decisions made as far as possible.

Use of council stock

We have an obligation to make the best use of council stock. Of the requests received, rehousing to more suitable accommodation was a more practical option in 14 cases because

the property was significantly under occupied, and in 6 cases because the property was overcrowded.

We have a large number of family houses that when vacated are subsequently offered to families who do not need the adaptation. When stairlifts and wet floor shower adaptations are put into family housing, when the tenants leaves the property, we are faced with the issue as to whether to restore the traditional fittings to the property, as failure to do so inevitably leads to complaints from tenants once they move into the house. We have adopted the process of removing wet floor showers where the facility is over five years old.

Financial implications

In 2024/25 the annual budget for disabled adaptations was £225k. This figure includes expenditure on removal of adaptations during void works, renewal of adaptations at the end of their useful life, and minor adaptations costing less than £1k per unit as well as major adaptations for which we receive a referral from the Occupational Therapy service. Spend on this latter category, was £76,836. At year end the total budget for adaptations was underspent by £73k.

Complaints

Where adaptations are declined, and tenants are not happy with the decision we refer the request to the adaptations panel at LCC, rather than dealing with it through our complaints process. This is to ensure that BITMO tenants are treated in a manner that is consistent with LCC tenants generally. In the majority of cases the original decision is upheld.

5 Conclusion

We provide a valuable adaptation service. There are opportunities to increase consistency in service delivery, and these are being worked on.

Recommendations:

Board is asked to note, discuss and ACCEPT the report.

Notes:

4. Risk Register Review

BITMO

Board of Management Report



Meeting Date: 7th August 2025

Report Title: Risk Register Review

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

Following the governance review in 2024, the Board accepted a recommendation that the risk profile of the organisation should have a higher profile in the Boards considerations and should be presented to the Board for discussion at more regular intervals to enable better understanding of risk, and to ensure that appropriate controls and mitigations are in place. The report provides a review of key risks and highlights new risks that have emerged since the risk profile was last discussed in January this year. Unless the risk profile changes significantly, a further review of the risk register and mitigations will be brought to board again in January 2026.

Recommendations:

Board is requested to discuss the report and comment on it.

Equality Diversity and Inclusion

The risk map recognises the risks of not having comprehensive customer information and not being able to deliver equality of outcomes in our operation.

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 risk map covers all the regulatory and governance and financial risks faced by the organisation.			

1. Introduction

A revised risk register was developed following our external Governance Review and the 2024 Board strategy away day. It is presented at Appendix 3 The risks identified are in line with our core priorities and clarify what barriers we may encounter that would prevent us from achieving our mission of **creating a safer stronger greener Belle Isle where people want to live**, through the following objectives:

- Investing in peoples homes
- Building tenant control
- Supporting people to live well.

It provides a high level summary of changes to the risk profile since the risk register was approved by Board.

2. Recommendation

The Board is asked to review the contents of the risk map and note the changes to the risk profile, comment on the risks and controls identified .

3. Emerging risks

1] Following the Chancellor's Spring statement delivered on March 26 2025 we have identified a further risk around the impact on welfare benefits for our tenants, which will potentially significantly impact the ability of people to live well. This risk is being managed through the creation of a "cost of living project". The second Financial Inclusion Officer post, that is funded through reserves on a temporary basis will coordinate activities within this work stream.

2] Discussions with the senior management team indicate that at least four of seven members expect to leave or retire in the next five years, all around the same time. There will be a turnover of key staff with valuable knowledge skills and experience that will be hard to reproduce or replace. The key impact here will be on organisational effectiveness, performance, and customer service. This risk is being managed through the ongoing development of Standard Operating Procedures, staff training, and the development of robust quality assurance arrangements that a deep section of staff are involved in.

To summarise, the number of risks that BITMO has identified within the Risk Register is as follows:

Risk Category	No. of Risks
Total number of risks as at January 2025	47
Strategic risks (finance, governance and regulation, tenant engagement and reputation)	24
Operational risks	23
Gross risks with a red rating	13
Net risks with a red rating	1
Sub categories	
Finance	9
Governance and Regulation	8
Operational Management	17
BITMO reputation	4
Tenant Engagement	2
Stock quality	6
Information governance	1
New Risks	
Leadership	1
Cost of living impact	1
Revised number of risks	49

4. Areas to Highlight

The only risk that has been RAG Rated as remaining red after mitigation is as follows:

- Risk No. 48: Leadership The risk will possibly manifest in year 2028 onwards as members of staff begin to retire.

5. Conclusion

The risk profile of the organisation is typical of the sector. The majority of risks have robust controls in place to either reduce the probability of occurrence or reduce the impact should they occur.

Recommendations:

Board is asked to note, discuss and ACCEPT the report.

Notes:

5. Operations Committee Report

BITMO



Board of Management Report

Meeting Date: 7th Aug 2025

Report Title: Operations Committee report

Author(s): Peter Olver

For Information/ Decision / Discussion

Executive Summary:

Report on the second meeting of the Operations Committee.

Recommendations:

Board is asked to note and ACCEPT the report.

Equality Diversity and Inclusion

There are no EDI implications of this report.

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 Rent standard	

5.1 Introduction

The second meeting of the Operations Committee was held on 9th July 2025. Eight Board members attended along with two non-voting tenants.

5.2 Detail

The meeting agenda covered:

- Preparations for Awaab's Law – timescales and processes
- Tenant Satisfaction Measures
- Annual Review of Complaints
- GATE signage
- NFTMO Conference report

5.2.1 Preparations for Awaab's Law

- It was reported that stock condition surveys were largely complete which gives a level of comfort in terms of access to good data.
- The Damp & Mould Policy had been revised for approval as work-in-progress.
- An audit of damp and mould procedures had taken place and an action plan put in place, including the correlation of health vulnerabilities and risk..
- Repairs staff had undertaken training with further to follow.
- Ways of reporting issues were being expanded.

The Operations Committee accepted the report and the revised Damp & Mould Policy (Appendix 4).

5.2.2 Tenant Satisfaction Measures (TSM's)

TSM data for the first three months of 2025-26 were reviewed.

BITMO TSM Q1 2025-26					
	BITMO	Leeds City Council	Variance	Minimum Target	Var
Overall Satisfaction	82%	69%	13%	70%	12%
Well Maintained Home	81%	69%	12%	70%	11%
Safe Home	84%	75%	9%	70%	14%
Repairs Last 12 Months	84%	74%	10%	70%	14%
Time Taken Repairs	80%	76%	4%	70%	10%
Communal Areas	71%	62%	9%	70%	1%
Neighbourhood Contribution	78%	63%	15%	70%	8%
Approach to ASB	54%	54%	0%	70%	-16%
Safety in neighbourhood	53%	63%	-10%	70%	-17%
Neighbourhood Appearance	60%	57%	3%	70%	-10%
Listens & Acts	73%	54%	19%	70%	3%
Kept Informed	79%	69%	10%	70%	9%
Fairly & with Respect	86%	73%	13%	70%	16%
Complaints Handling	29%	26%	3%	70%	-41%
Easy to Deal With	81%	69%	12%	70%	11%
Friendly & Approachable	53%	56%	-3%	70%	-17%
Advice & Support	67%	44%	23%	70%	-3%
Good Reputation	53%	41%	12%	70%	-17%
Rent VFM	67%	55%	12%	70%	-3%

BITMO TSM Q1 2025-26 v YEAR 2024-25			
	Q1 2025-26	Yr 2024-25	Variance
Overall Satisfaction	82%	75%	7%
Well Maintained Home	81%	73%	8%
Safe Home	84%	79%	5%
Repairs Last 12 Months	84%	82%	2%
Time Taken Repairs	80%	82%	-2%
Communal Areas	71%	69%	2%
Neighbourhood Contribution	78%	71%	7%
Approach to ASB	54%	51%	3%
Safety in neighbourhood	53%	64%	-11%
Neighbourhood Appearance	60%	57%	3%
Listens & Acts	73%	65%	8%
Kept Informed	79%	78%	1%
Fairly & with Respect	86%	79%	7%
Complaints Handling	29%	41%	-12%
Easy to Deal With	81%	77%	4%
Friendly & Approachable	53%	65%	-12%
Advice & Support	67%	62%	5%
Good Reputation	53%	53%	0%
Rent VFM	67%	67%	0%
Total	1315%	1290%	25%

Three areas were indicated as reduced performance in the quarter:

1. Safety in the Neighbourhood (-11%). There has been a raised awareness of anti-social behaviour and a campaign to address this and drug dealing.
2. Complaints handling satisfaction has decreased from 41% to 29% (-12%) and was close to the levels recorded in 2023-24. This may be skewed by a small number of returns for Q1 and is being investigated. Complaint response times were good through Q1 and we are not aware of particular issues with the complaint handling process.
3. Friendly and approachable staff. Analysis is underway to examine Q1 survey numbers, but staff are also aware of the survey results via the monthly core briefing session on 2nd July 2025. The reduction is somewhat countered by the results for 'Listens and Acts' (+8%) and for 'Fairly and with Respect'.

Overall Satisfaction continued to improve (Q1 82%) and Repairs Satisfaction also improved further to 84%.

There were also good increases in the results for Well Maintained (+8%) and Safe Homes (+5%), and Neighbourhood Contribution (+7%).

The Committee accepted the report

5.2.3 Annual Complaints Report 2024-25

Every year we self-assess against the Housing Ombudsman Complaint Handling Code, which sets out the minimum requirements for how complaints should be managed, and the timescales involved. We are required to produce an annual report which sets out performance and improvements required to ensure compliance with the Code. In particular we must publish:

- a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.
- b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;
- c. any findings of non-compliance with this Code by the Ombudsman;
- d. the service improvements made as a result of the learning from complaints;
- e. any annual report about the landlord's performance from the Ombudsman; and
- f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.

This report demonstrates compliance with the Code. It will be published on the website, discussed at Board, and will be included in the Annual Report to Tenants.

(i) Self-Assessment.

The self-assessment was completed in March and considered by the Board at the Board meeting on 29th March 2025. It was reported that we need to:

- Modify the Complaints Policy as follows such that it is clear that complaints will not normally be considered under the policy if the issue giving rise to the complaint occurred over TWELVE (currently six) months ago. **This has been done.**
- Develop a Vulnerability Policy. We will base ours on the one currently being produced by LCC when it is finalised. **This is outstanding**
- Produce a summary of types of complaints not accepted for consideration, a summary of non-compliance and a service improvements summary. **This is delivered through this report.**
- Appoint a Board member as a Member Responsible for Complaints (MRC). **This has been done.**

There is currently one outstanding area of non-compliance with the Code which is being addressed.

(ii) Analysis of complaints handling performance

In the financial year 2024 to 2025 we received 45 complaints. 16 (36%) were upheld, 6 (13%) were partially upheld and 23 (51%) were not upheld. Of those cases that were not upheld or partially upheld, 8 were considered at stage 2 of the procedure. Two of those were upheld and six were not upheld at Stage 2.

98% of complaints received in 2024-25 were responded to within the correct timescales. These are 10 working days for Stage 1 and 15 working days for Stage 2.

Types of complaints

Category	No:	Upheld	Partially Upheld	Not upheld
Repairs	32 (Pr yr 35)	14 (8)	4 (2)	14 (25)
Managing tenancies	10 (9)	0 (1)	1 (1)	9 (7)
Rent collection	3 (0)	2 (0)	1 (0)	0(0)

(iii) Complaints not accepted for consideration.

We take an open approach to considering complaints. They can be made in any way, via any platform, in writing or not, relating to any potential service failure that occurred within the previous twelve months. We keep complaints open until all the actions associated with their resolution are completed. The only potential complaints that we do not accept are where the “complaint” is actually a request for service that we have not yet had the opportunity to provide or relates to a service that we do not provide. We have received in this period a complaint that we do not provide a free gardening service. Where complaints of this type are made, they are referred to the Board for future consideration in terms of our service offer.

(iv) Detail of complaints and learning

(i) Repairs

Complaints about the repairs service are in the main about tenants wanting a different level of service to the one that is provided. For example, in relation to fencing, which is the tenant’s responsibility. Two complaints relate to the tenant wanting us to replace fencing or a gate. We

have upheld the agreed service standard, that is consistent with that provided by LCC, but acknowledge that this is an area a lot of tenants would wish us to change. It is an issue that has been brought to the Board recently, but the decision to change the service offer has not been made. We will return to the issue in future budget planning cycles.

Other complaints in this category relate to issues around damp and mould, the operation of a shower, the presence of pests, and our failure to install a new kitchen. We have improved the management of damp and mould.

(ii) Managing tenancies complaints

The majority in this category have not been upheld. They relate mainly to us following policy and procedure that the tenant does not agree with, for example one case related to a safeguarding referral that was made to adult social care where we had good reason to believe that the tenant was subject to domestic abuse from their daughter. We have a statutory obligation to make reports such as this. Another complaint concerned us carrying out a garden inspection when the tenant did not want us to. A third complaint concerned action we are taking in respect of a very messy garden. The neighbour felt we were not doing enough to address the issue. This complaint was partially upheld. Some complaints in this category are concerned with not following up on commitments made by LCC that we were not made aware of, and ones we had previously made to resolve problems for tenants. We have improved our tracking of complaints now so that all follow-on actions are monitored weekly. Increased use of our Customer Relationship Management system will reduce the incidence of us not following up on commitments made.

(iii) Rent account management complaints.

We have very few complaints in this category. The complaints we have received relate to our use of Voicescape to achieve high volumes of tenant contact. We will continue to use this system, however where an individual tenant who has vulnerabilities or particular communication needs, we will take this into consideration. One complaint in this category is explained in the case study below. It provided a useful learning point for us and we have changed our practice in this regard.

Case study 1 Damp and mould Upheld stage 1

Our tenant got in touch to report that their home suffered from damp and mould. An inspection was carried out, and black mould spores were found. The tenant was advised that the house was cold because of its construction type and that the solution was to increase the heating and ventilation in the property. The complaint centred around the feeling the tenant had that the Surveyor had not sought to directly address the root cause of cold. The complaint was upheld. The investigating manager concluded that the Surveyor should have taken more account of the fact that the property is cold and considered insulation issues, and offered support through our Winter Warmth offer and made a referral for gas energy vouchers.

£50 compensation was offered, and the property has been included in the thermal efficiency workstream of the planned works programme this year. The complaint led to a

review of the management of damp and mould which found considerable weaknesses. The policy and procedure have been re-written and staff training will be provided.

Case study 2 Customer Service Not upheld stage 1

During the application of our messy gardens procedure, we received a complaint about a member of staff attending a garden inspection after the tenant said they could not make the appointed time. The staff member responded to the tenant that they did not need to be present as he was able to inspect the garden regardless. He confirmed the date and time of the visit. When he attended he knocked on the door as a matter of courtesy and the tenant was in. The tenants complaint was in two parts 1] that the visit should not have gone ahead, and 2] they did not want the staff member concerned to continue to be involved in their case.

The complaint was not upheld because 1] it was reasonable to carry out the inspection without the tenant being present and 2] Cases are allocated on the basis of job role and skill set, and the allocation was appropriate.

Case Study 3 Customer Service Upheld at Stage 2.

The tenant was in significant current and former tenancy rent arrears. A back payment of a direct deduction from benefits was received from Universal Credit which would clear the current rent arrears and leave a credit of £40 on the account. The residual amount was credited to the former tenancy debt account. The tenant complained that this should not have happened, and they wanted to be credited directly with the £40. At stage 1 the investigating officer concluded that the complaint should not be upheld as it was reasonable to transfer the money to the former tenancy debt.

At stage 2 it was considered that the sum should not have been transferred to the former tenant debt as there is no policy in place to support this. In addition, it is not possible to request a direct deduction in respect of a former tenancy debt, so it is not reasonable to use a deduction to contribute to that debt.

Service improvements

Tenant Satisfaction Measure (TSM) data indicates low levels of satisfaction with complaints handling (41% in 2024-25 and 27% in 2023-24). We take steps to resolve matters before they become formal complaints. We are aware that the majority of people who answer this question in the TSM survey, have not actually lodged a formal complaint and been through the complaints process, though they may well have had to chase us for a response to an enquiry or follow up on repair works ordered.

In order to provide better customer experience, we have made the following improvements to our service delivery:

- We have produced customer information for the website and leaflets which help staff and tenants to know what service standard can be expected and hold us to account for it. We have improved management of the outcomes of complaints, ensuring that remedial actions are logged and tracked weekly.
- Clarified the arrangements for payment of compensation ie it is not to be credited to a rent account

- Clarified that credits on accounts cannot be transferred to former tenancy debts without agreement from the tenant
- Improved the management of requests for service around damp and mould and improved the quality of communication with people who make these requests. We have updated the policy and procedure to include the timescales associated with Awaab's Law.

Ombudsman cases

One case, which related to the previous financial year 2023-24, was (in 2024-25) found by the Ombudsman to have had no maladministration associated with it. This related to the installation of a stairlift. The Ombudsman found that Belle Isle TMO and Leeds City Council had acted appropriately and there were no recommendations for action.

In addition, one further case referred to the Ombudsman, which originated in 2023-24, resulted in a finding of maladministration by BITMO. This related to a specific type of pest control relating to plastering works. The case was appealed but the finding was upheld. Procedures have been amended accordingly.

Compensation

During the year 2024-25 BITMO paid compensation amounting to £1,292 to 6 tenants.

Payments relating to repairs amounted to £342 and payments relating to tenancy services amounted to £950. The latter total included an amount of £700 in relation to a requirement from the Housing Ombudsman where maladministration had been found. The amount comprised £400 for distress and inconvenience in the handling of pests in the property and £300 for complaint handling failures. The finding was challenged but upheld.

Conclusion

The annual report of complaints provides transparency around the issues that our tenants feel we need to improve on to create a better customer experience. It evidences compliance with the Housing Ombudsman's complaint Handling Code, and demonstrates the changes we have made to policy and operational practice as a result of the lessons learnt.

Board are asked to approve the report

5.2.4 GATE signage

At the last Board meeting the Bitesize training session on Community Development work, introduced the need to review and revise the external signage at the GATE. Committee was asked to discuss this matter and recommend revised wording.

Suggestions were made that the present GATE service offer of :

- Job Support
- Health & Wellbeing
- Money Advice

Might be superseded by:

- Community Activities & Classes
- Computer Access & Support
- Community Kitchen

Committee AGREED to revisit this issue at its next meeting, once further consultation had been conducted.

5.2.5 NFTMO Conference feedback

Introduction

The 2025 NFTMO Conference was held at Stratford upon Avon from 27th to 30th June. It was attended by Board members Harry Austin and Emma Walkley along with staff member Peter Olver.

Detail

The NFTMO Annual Awards:

In the Community Champion category – Penny Virdee was Highly Commended
In the Project of the Year category – the BITMO Community Fund was Highly Commended.

Note that Highly Commended means that they were in the top three in the category.

A full weekend programme included presentations from the Housing Ombudsman and the Ministry of Housing Culture and Local Government, as well as ten workshop sessions and several plenary sessions.

Committee was asked to discuss attendance at the 2026 meeting to be held in Stratford Upon Avon. Expressions of interest in attending the weekend event were invited.

Recommendation:

Committee made the following recommendations to Board:

- (i) to ACCEPT the report on Awaab's Law and ACCEPT the revised Damp & Mould Policy as a work-in-progress document.
- (ii) to ACCEPT the TSM report for Quarter 1 2025-26
- (iii) to APPROVE the Annual Complaints Report 2024-25
- (iv) to feedback suggestions re GATE signage
- (v) to notify staff of any expressions of interest in attending the 2026 NFTMO Conference.

Notes:

6. Finance Committee Report

BITMO

Board of Management Report

Meeting Date: 7th August 2025

Report Title: Finance Committee reports

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

The report provides detail of the papers considered by the Finance Committee at its meeting of 17th July 2025.

Recommendations:

Board are asked to Accept the report and any recommendations of the Committee.

Equality Diversity and Inclusion

There are no known EDI implications that need highlighting for the report.

Community Consultation

Spending plans need to reflect community need and draw from available community consultation where possible.

Financial implications

As reported in the paper.

Risk implications

As reported in the paper.

Links to 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	✓		

6.1 Introduction

The Committee was attended by eight Board members.

Matters discussed were:

- Draft Report & Financial Statements 2024-25
- Revenue Management Accounts 2025-26
- Capital Accounts 2025-26
- Staffing Update
- Audit tender

6.2.1 Draft Reports & Financial Statements 2024-25

The Committee was made aware of several items following completion of the bulk of the audit work. There were no adjustments to the result for the year to report to date. There had been one query with regard to the year end VAT balance but the auditor has stated that it would not be something they would seek to adjust in the accounts. It is an overstatement of the VAT liability at the year end and so gives some cushion (of some £14k) should an unexpected liability arise going forward.

The surplus for the year being £164k, to be re-invested in the estate. Some balance sheet presentational adjustments were acknowledged, as well as some miscellaneous changes to the Notes to the accounts. The importance of Board declarations of interest was noted by the auditor.

The accounts reviewed by the Committee included relevant pension scheme disclosure, following on receipt of this from West Yorkshire Pension Fund. Apart from the normal disclosure items, a pension note was inserted with regard to a potential contingent liability arising from a recent court case – Virgin Media. Standard wording relating to this

An audit management letter is expected imminently and will be circulated as soon as possible. It will mention the points above and any other matters following final review.

A copy of the final version of the accounts was distributed to all Board members previously and further copies are available on demand.

Audit work is complete apart from final partner review and no further adjustments have been notified.

Finance Committee recommended that the Board APPROVE the Reports and Financial Statements for the Year Ended 31st March 2025.

6.2.2 Revenue Management Accounts 2025-26

Revenue accounts were broadly on budget for the period.

Management accounts for the 2 months were presented to the Committee. They showed an underspend against budget on responsive and cyclical repairs, which in total amounted to some £80k. This was in part due to the budget having some further resource for stock condition surveys which at present is not required. Other areas of operation showed some surplus, primarily because of employees opting out of the pension scheme. Corporate running costs showed an overspend against budget for the 2 months because of the agreed works to extend the community kitchen. Income was some £11k more than budget primarily because of the carry over of some tree planting funds from White Rose Forest which will be used to replace some standard trees which failed to survive the very dry spring.

The Committee accepted the report.

6.2.3 Capital Accounts 2025-26

Finance Committee were presented with the committed and actual spend figures against budget.

The 2025-26 programme comprises:

- 74 identified kitchens plus provision for 8 voids
- 7 bathrooms plus 4 voids
- 109 boilers
- 13 roofs
- 32 rewires
- 36 thermal efficiency works
- 29 window replacements
- 36 front doors
- 24 back doors
- 14 side doors

The budget for the year is £1.6m, including a contribution of £100k from BITMO. The committed spend at 17th July 2025 was £931k, or 58% of the total. Actual spend at that time was however negligible (£51k) as most of the commitments are in the process of being mobilised. Regular meetings are scheduled with contractors to ensure that spend takes place in a timely manner. Much of the uncommitted works will be contracted for shortly. Asbestos

surveys will be booked for those that need it. Consultations with tenants about planning in new kitchens, windows, rewires etc will follow as soon as possible.

The Committee accepted the report.

6.2.4 Staffing Update

(i) Recruitment

The decision was made to delay the recruitment for the **Handyperson** role to allow the Head of Repairs to undertake a review of the caretaker services. This is nearing completion and it was hoped to advertise this post very soon.

We recruited Wilf Moss (retired caretaker) on a two month FTC as an **Estate Caretaker** to support the team over the busy summer months, this also ensures cover for annual leave and absence during this period.

We were advertising for a 9 month FTC **Cost of Living Support Officer** (previously reported on and titled as Financial Inclusion Officer). This is within the budget agreed by the Board in November and is vacant due to some internal movements within the rents team, detailed below. After reviewing the priorities for this post, this position will now sit in the Community Development Team and focus on engaging with and supporting families who are struggling due to the cost of living crisis. This post will support the work undertaken by our permanent **Financial Inclusion Officer**.

Our permanent **Financial Inclusion Officer** position became vacant as the post holder left the organisation to pursue a career within the NHS. This vacancy was filled internally by a colleague who was recruited initially as a temporary **Financial Inclusion Officer**, and who had moved to cover a period of maternity leave as a Rent Account Officer within the same team. The remaining 6 months' **Rent Account Officer** maternity cover was advertised internally and externally, and we offered a secondment opportunity within LCC and BITMO. Recruitment was unsuccessful, we re-advertised, and we have now engaged with recruitment agencies, interviews are taking place.

(ii) New payroll and employee self-service system

BITMO began using the new system on 9th June and the first payroll was successfully processed in June. There have however, been some initial problems with the system and there are several errors with employee annual leave data and some access issues. The LCC IT team are working on the access issues for those individuals affected. The Business Services Centre team and 'iTrent' Project Team are working on the issues with annual leave and it is hoped that this will be resolved shortly.

6.2.5 Audit tender

It was reported that four tenders had been received and that a value for money exercise had been undertaken by staff. Chairs had consequently agreed to the re-appointment of Beever and Struthers to the role of external auditor.

Finance Committee endorsed this decision.

Recommendation:

Board is asked to:

- (i) APPROVE the Reports and Financial Statements for the Year Ended 31st March 2025.
- (ii) ACCEPT the other Finance Committee reports above.

Notes

7. Board forward plan

BITMO



Board of Management Report

Meeting Date: 7th August 2025

Report Title: Board Forward Plan

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

The report provides a summary of the agreed plan with suggested changes.

Recommendations:

Board are asked to Accept the report.

Equality Diversity and Inclusion

Equality, diversity and inclusion has been considered in the programmes below.
The Plan will allow flexible and accessible methods of working

Community Consultation

The Plan is drawn from available community consultation where possible.

Financial implications

There are no financial implications.

Risk implications

The key risk is that the plan does not cover the breadth and level of work needed.
Governance arrangements should establish and maintain clear roles, responsibilities and accountabilities for the Board.

Links to Regulatory Framework:			
The Safety and Quality Standard	✓	The Tenancy Standard	✓
The Neighbourhood and Community Standard	✓	Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures	✓		

(i) Meetings schedule

The following schedule sets draft proposals for Board meetings for the 2025-26 year, to the AGM and first meeting of the new Board.

Date of future Board meetings have been pushed back by one week from the time that they have historically been set so as to enable fuller participation. This has been advised to Board previously.

Provisional Operations and Finance Committee meetings are also included below – for agreement.

Month	Board	Annual General Meeting	Operations Committee	Finance Committee
June				12.06.25
July			09.07.25	17.07.25
August	07.08.25		TBA	
September	04.09.25	25.9.25		
October	16.10.25			

Board agenda items

Date	Headline Report	Discussion topic	Area for Scrutiny and approval (not including standing items)
October 10 th	Urgent matters, Correspondence, Estate issues and Tenant feedback	Leeds Lifelong Learning	Board elections
November 29 th		Greening the estate	Safeguarding Complaints Performance KPI's Finance Committee Anti-Social Behaviour
December		No Meeting	N/A
January 30 th 2025		Police matters	Budget preparation Repairs KPI's Risk Register Finance Committee
March 27 th		Highways Financial Inclusion	Budgets Complaints Safeguarding Finance Committee
May 29 th		TSM Survey	GATE Programme Performance KPI's (Ops Comm) Risk Register (b/f March) Retirement Life
August 7 th		To be set by Board	HR Report (postponed to 4.9.25) Statutory Accounts Key Performance Indicators Health & Safety report Safeguarding – verbal update Anti-Social Behaviour Ops Comm – inc complaints Finance Committee
September 4 th		To be set by Board	AGM Complaints Safeguarding Risk Register Repairs GATE programme
September 25 th			2025 Annual General Meeting (AGM)

(ii) Board Member Bitesize Learning Sessions

Date	Title
Oct 2024	Being a Board Member Skills training and responsibilities.
Nov 2024	Board members as community leaders
Jan 2025	Repairs & Maintenance Responsible and Planned works
March 2025	Rent collection and support An update on how we support a positive rent payment culture.
May 2025	The GATE: Development and Impact Implementation of the new outreach strategy.
Aug 2025	Lettings (postponed) How we let properties
Sept 2025	Community Development opportunities Partner discussion.

Recommendation

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

Notes

8. Any Other Business

8.1 Belle Isle Makeover project

Residents from 16-38 East Grange Road are asking for a “Belle Isle Makeover”.

They are a strong community who “love a tidy street and like happy kids”. They acquired their own bench, which is now broken, and regularly put a paddling pool out in the square and take turns watching over the kids.

They took over a disused planter where they have been growing strawberries and daffodils. They have a bench on the street where they sit and chat and keep an eye on the kids. This is broken and potentially dangerous.

Residents were concerned about a planter that was poorly maintained by Continental and BITMO. This had bushes with spiky thorns which burst footballs and got into people’s shoes. BITMO agreed to remove the bushes and hand over the planter to residents to maintain. This happened in April and the planter is already better maintained, with flowers, fruit and vegetables.

Residents have asked for further support as follows:

- A street bin which they want to use to teach their children to dispose of litter responsibly. The bin to be provided by the Parks bin supplier.
- A good quality permanent bench to replace the old one. Residents chose their design from a shortlist of benches provided by the Parks bench supplier.
- Floor markings on an estate path for the children to play on. The floor designs were agreed and marked out by the children and the council contractor who did the Circus floor painting has created a design copying it as closely as possible.

Costings:

Supply of bin and fixings, including delivery £235

Supply of bench and fixings, including delivery £1,109

Floor paintings £1,000

Total £2,344 + VAT.

Board members are asked to invest in a high quality bench of the type that is used in parks, that will last for many years. The floor markings are more expensive than those on Belle Isle Circus as the supplier will have to make a new template to copy the children’s designs, rather than use an existing one.

Board members are invited to visit 16-38 East Grange Road to see the site and meet some members of the community at 2pm on Tuesday 5 August.

Recommendation

Board members are asked to AGREE support to the above project as an innovative pilot scheme and to APPROVE the following requested grants:

- Supply of bin and fixings, including delivery £235
- Supply of bench and fixings, including delivery £1109
- Floor paintings £1000
- Total £2344 + VAT.

Notes

8.2 Annual General Meeting.

The 2025 Annual General Meeting is due to be held on 25th September at Aberfield Gate. The meeting is normally preceded by a presentation and Board is asked to consider what topic or organization should be invited to do this. Previous AGMs have had plays, films, talks and interactive sessions. One suggestion for 2025 is to have a local choir.

One third of tenant Board members need to stand down each year and are eligible to stand for re-election. There are currently nine tenant Board members. Those due to stand down in 2025 are:

- (i) Harry Austin
- (ii) Shaf Ghafiri
- (iii) John Oddy
- (iv) Emma Walkley

In addition to those spaces above, there are currently four vacant spaces to be filled in order to bring the full tenant complement to the maximum of twelve.

There are several existing expressions of interest in standing for the Board and others may wish to do so by the nomination deadline of 11th September. Persons wishing to stand need to be nominated by a shareholder.

Recommendation

Board members are asked to note the AGM detail, ACCEPT the report and consider potential external presentations/performances to be given prior to the meeting.

Notes

Dates of Next Meetings:

- **Operations: Wednesday 20th August at 3.00pm**
- **Board: Thursday 4th September 2025 at 6.00pm**
- **AGM: Thursday 25th September 2025 at 6.00pm**
- **Finance: Thursday 2nd October at 5.30pm**

APPENDIX 1

BOARD MINUTES

29th May 2025

**BELLE ISLE TMO
FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 29th May 2025**

Present: Jean Burton
Harry Austin
Tracey Morris
Gerry Roberts
Ashley Knowles
Trevor Brown
John Oddy
Emma Walkley
Cllr Wayne Dixon
Cllr Emma Pogson Golden

In Attendance: Deborah Kelly (Chief Executive Officer)
Peter Olver (Head of Governance & Finance)
Curtis Jenner (Head of Repairs and Maintenance)
Peter Sutton (Community Development Manager)
Stephen Oldham (Income and Tenancy Manager)
Karen Hoole (Governance & Admin Support Officer)
Tracey McGarry (Community Development Officer)
Simon Richardson (LCC)

PART A – Public Agenda Items

Apologies

Apologies were received from: Margaret Brown, Sharafath Ghafiri, Paul Truswell

Questions from the Public

There were three members of the public present - Angela Shaw, Fred Broadbent, John Newbould.

Issues raised by Board Members for the Agenda

There were no issues raised.

Presentations

Crimestoppers UK

The presentation from Crimestoppers UK will be rescheduled.

The GATE - Presentation

A short presentation and quiz on the staff and activities of the GATE was given.

1. Minutes and Matters Arising

The minutes of the meeting held on 27th March 2025 were approved.

Matters Arising from the Board meeting held on 27th March 2025 were as follows:

ITEM	UPDATE
Finance Committee	The next meeting will take place on 12 th June.
Board Member responsible for complaints (MRC)	The Board appointed Trevor Brown to be the Board representative to consider complaints
Tree Nursery	LCC Asset Management is currently preparing a draft lease
Parkside Hub	An update was given under Item 2 – Operations Report
Belle Isle Circus	An update was given under Item 2 – Operations Report
Lift Off Charity	Documentation is now complete and bank account being followed up

Recommendation for Approval

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

Approved

2. Operational Report

The Chief Executive Officer presented the Operational Reports and highlighted the following:-

Performance

Performance statistics were presented at the meeting. The CEO reported that overall performance is good and compares favourably to local comparators.

BITMO Tenant Engagement

The ballot survey is due to go live in the next two weeks. Weekly messages will be sent to all tenants reminding them of our commitment to addressing ASB and asking them to report what they see to BITMO and the police.

Two ASB action days have been completed in the Rosedales, Winrose Crescent, and West Grange Close areas of the estate. Some criminal behaviour was witnessed during the action days by BITMO staff and this was reported to the police. Some tenancy breaches were witnessed and these are being addressed.

Community projects

Belle Isle Parade proposed tree nursery – Work is ongoing

Parkside Hub

There has been no progress to date. An understanding of how BITMO can take on the lease of the hub is being investigated.

A business case will be prepared and submitted to the Board for a decision to be made. Following this an application will be presented to Leeds City Council if the Board are in agreement.

Belle Isle Circus Update

The CEO reported that Highways have been invited to attend the Board on two occasions to discuss safe access to the Circus on foot but have declined to attend to date. A consultation report is expected imminently from Highways and this will be circulated as soon as possible.

The Board were asked to make their support known for the project to the Council and Ward Councillors were asked to work towards bringing about a feasibility study.

The Councillors updated the Board and advised that they had had meetings regarding the Circus and that the project has been added to the Sustainable Travel Scheme and have suggested having two zebra crossings on the Circus. A consultation will be undertaken shortly by the Sustainable Travel Scheme.

Recommendation for Approval

The Board were asked to Accept the Operations Report.

Accepted

3. Compliance with Consumer Standards

The CEO presented a report on compliance with Consumer Standards and explained that the purpose of the report is to provide the Board with an appreciation of BITMO's position and arrangements in relation to the new regulatory framework.

LCC and BITMO have been working towards improving evidence of compliance and the CEO advised that a further improvement plan for 2025 to 2026 is being developed.

73% of tenants say their home is well maintained, 79% say that it is safe, 75% are satisfied with repairs completed in the last 12 months, 82% are satisfied with the time taken to complete repairs and 69% are happy with the management of communal areas.

Recommendations for Approval

The Board were asked to note the Compliance with Consumer Standards Report.

Noted

4. Quality Assurance – Compliance, Damp and Mould

The CEO presented the Quality Assurance – Compliance, Damp and Mould Report.

The Quality Assurance arrangements in place were found to be good in relation to compliance, and weak in relation to damp and mould. An enhanced system of quality assurance(QA) is being implemented and the first review is now complete.

15 electric and gas records were examined. The majority of records were accurate and complete with follow up work undertaken. The pass rate for gas and electric was 87%.

The control environment for gas and electrical safety inspections is acceptable. There are some control weaknesses presenting a medium risk to the organisation. The controls mainly operate as intended with some exceptions that have been identified and corrected.

78 damp and mould records were examined. The pass rate was 35%. Significant control weaknesses were found in record keeping rather than the condition of the properties. It was found that in some cases the damp and mould spreadsheet was not being completed and had inaccurate information being recorded. There was also a lack of clarity around

advice given to tenants and this was not always captured on the spreadsheet. This presents a high risk to the organisation.

An improvement plan is currently being developed.

Recommendation for Approval

The Board were asked to review and Accept the detail of the Quality Assurance – Compliance, Damp and Mould Report.

Reviewed and Accepted

5. Operations Committee

The Head of Governance and Finance advised that the first meeting of the Operations Committee was held on 1st May 2025. Seven Board members attended along with three non-voting tenants.

The meeting agreed the Committee Terms of Reference and discussed Board Succession Planning and Engagement Activities. Key Performance indicators and Tenant Satisfaction Measures were also discussed.

The Committee will be a sub-committee of the Board. Non-board members who are tenants will be invited to attend the meetings and to participate.

Committee meetings would be quorate when at least six board members are present.

Board succession planning

The Committee discussed the issue of recruitment of volunteers and Board members. It requested a future report on recruitment activities to date as well as an action plan. It would re-consider the TPAS consultancy proposal once that further information was available. A report will be presented to the next meeting of the Committee. This will also include an update on Board appraisals and training.

Engagement activities

Three recent initiatives were highlighted and discussed at the Operations Sub Committee:

- Communication about recharges - there has been enforcement of the requirement of the tenancy to leave the property in a fit state.
- Customer leaflets - customer information leaflets have been produced in relation to key service areas. These will be available via the website, and in hard copy.

- Anti-Social Behaviour (ASB) days of action – the Board had previously been advised of a number of ASB action days to target areas where it is known that there is significant ASB.

A Board asked whether the recent ASB days of action had been effective.

The CEO advised that BITMO has not had many incidents reported to us. But on the days of action a number of issues were picked up and reported to Police.

Recommendation for Approval

The Board were asked to:-

- Agree the Terms of Reference for the Operations Committee and
- Accept the Operations Committee Report

Agreed and Accepted

6. Retirement Life Services Annual Report

The Retirement Life Services Annual Report was presented at the meeting.

The CEO explained that the report aims to

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

Recommendation for Approval

The Board were asked Accept the Retirement Life Services Annual Report.

Accepted

7. Board Forward Plan

The Board were advised that the following schedule sets draft proposals for Board meetings for the 2025-26 year, to the AGM. Please note that future Board meetings have been rescheduled commencing with the August meeting which will now be held on 7th August 2025.

Ad hoc sub committees will be should this be required.

Date	Headline Report	Discussion topic	Area for Scrutiny and approval (not including standing items)
------	-----------------	------------------	---

October 10 th	Urgent matters, Correspondence, Estate issues and Tenant feedback	Leeds Lifelong Learning	Board elections
November 29 th		Greening the estate	Safeguarding Complaints Performance KPI's Finance Committee Anti-Social Behaviour
December		No Meeting	N/A
January 30 th 2025		Police matters	Budget preparation Repairs KPI's Finance Committee
March 27 th		Financial Inclusion	Budgets Safeguarding KPI's (to May)
May 29 th		TSM Survey	GATE Programme Performance KPI's Risk Register (July) Retirement Life
August 7 th		To be set by Board	HR Report Statutory Accounts Key Performance Indicators Health & Safety report Safeguarding – verbal update Anti-Social Behaviour Complaints - postponed Finance Committee
September 4 th		To be set by Board	AGM Complaints Safeguarding Repairs GATE programme
September 25 th			2025 Annual General Meeting (AGM)

(ii) Board Member Bitesize Learning Sessions

Date	Title
Oct 2024	Being a Board Member Skills training and responsibilities.
Nov 2024	Board members as community leaders
Jan 2025	Repairs & Maintenance Responsible and Planned works
March 2025	Community Development opportunities Partner discussion
May 2025	The GATE: Development and Impact Implementation of the new outreach strategy.

August 2025	Lettings How we let properties
Sept 2025	Rents and Tenants Responsibilities An update on rent collections and how we support a positive payment culture.

The Head of Governance and Finance requested Board members to note that the first meeting after the AGM will be held on Thursday 16th October and the next Operations Committee meeting will be held on Wednesday 9th July.

Recommendation

Board members were asked to discuss and Approve the Board forward plan.

Approved

8. Any Other Business

There was no other business.

Date of Next Meeting: Thursday 7th August 2025 at 6.00pm

APPENDIX 2

**KEY PERFORMANCE
INDICATORS**

(SEE BELOW OR SEPARATELY ENCLOSED)

APPENDIX 3

RISK REGISTER

BITMO Risk Register

		RISKS									RISK MANAGEMENT						
			RISK IDENTIFIED	IMPACT ANALYSIS							CURRENT RISK MANAGEMENT STRATEGY	EFFECTIVENESS					Net Risk
				Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob	Gross Risk		MONITORING RESPONSIBILITY	Strength	Further Action Required		Risk Owner & Timetable	
		BUSINESS PLAN OBJECTIVE															
1	Build tenant control	Governance	Poor governance raises concerns about decision making, compliance with MMA and ultimately legitimacy of the organisation	H	H	L	L	H	3	M	Governance task and finish recommendations, bi-annual governance review	HGAF	M	Ongoing governance review	4	CEO	L
2	Build tenant control	Governance	If meetings are not quorate board are unable to make decisions	H	H	H	M	H	6	H	Company rules, Scheme of delegation, attendance reported at Board , hybrid meetings allow maximum attendance	HGAF	M	Board succession plan	6	CEO	M
3	Build tenant control	Governance	If decisions are not made in line with the MMA or company rules the credibility of the organisation is undermined, and its future uncertain	M	M	M	L	M	2	L	Company rules, Scheme of delegation, SLAs with legal advisors, compliance with LCC policies, LCC PMF and audit arrangements	CEO	H	None	1	CEO	L
4	Build tenant control	Governance	Poor succession planning means inadequate board skills leading to poor governance	H	H	M	M	H	6	H	TPAS project, development of operations committee	HGAF	M	Successful recruitment and induction of board members	6	HGAF	M

5	Build tenant control	Governance	Failure to meet statutory and contractual responsibilities places the organisation at risk of censure by LCC and breach of MMA, and poor outcomes for tenants	H	H	H	L	H	3	M	Company rules, Scheme of delegation, SLAs with legal advisors, compliance with LCC policies, LCC PMF and audit arrangements	CEO	H	None	2	CEO	L
6	Build tenant control	Operational management	Failure to manage information within legal requirements will expose the organisation to potential fines and prosecution	H	H	L	L	H	3	M	Data protection policy and assurance reporting in place. Policy and procedures last updated November 2023	HGAF	H	Ongoing staff training in information governance	2	HGAF	L
7	Build tenant control	Operational management	IT security may be threatened by virus, security breach, loss of availability of systems, extended system downtime	H	M	H	L	H	3	M	Firewall, LCC back up systems	LCC	H	None	2	LCC	L
8	Build tenant control	Operational management	Interruption of service delivery as a result of force majeure	H	L	H	L	H	3	M	Business continuity policy in place, remote working available, manual workarounds	CEO	H	None	2		L
9	Build tenant control	Finance	Reduction in management fee leaves the organisation unviable	H	L	H	H	H	9	H	Consultation with CCH by which full understanding of principles underpinning financial arrangement for TMOs is developed	HGAF	M	Continuing dialogue with LCC regarding appropriate arrangements	6	CEO	M
10	Build tenant control	Finance	Failure to comply with rules standing orders and procurement rules exposes the organisation	H	H	H	L	H	3	M	QA arrangements within BITMO and LCC	HGAF	H	None	2	CEO	L

			to external intervention														
11	Build tenant control	Finance	Failure to achieve a balanced budget leads to an adverse audit opinion	H	L	M	L	H	3	M	Prudent budgeting, monthly financial control meetings, FMS reporting	HGAF	H	None	2	HGAF	L
12	Build tenant control	Financial management	Fraud or making payments outside scheme of delegation exposes the organisation to censure, contractual action, and legal consequences	H	H	L	L	H	3	M	anti-fraud policy/anti money laundering policies, standing orders, financial procedures, segregation of duties, internal and external audit	HGAF	H	None	2		L
13	Build tenant control	Financial management	Poor financial management will have an impact on cash flow and financial viability	H	H	H	L	H	3	M	Financial procedures, monthly bank reconciliation, audit	HGAF	H	None	2		L
14	Build tenant control	Financial management	Contractor insolvency would place continuity at significant risk	H	L	H	L	H	3	M	LCC procurement, Fusion 21 framework provides contingency in the event of contractor insolvency	HOR	H	none	2		L
15	Build tenant control	Financial management	Crystallisation of pension liability would be unaffordable for the organisation	H	L	L	L	H	3	M	Pension guarantee provided by LCC confirmed annually,, triennial actuarial valuations, arrangements reviewed by auditors annually	HGAF	H	None	2		L
16	Build tenant control	Operational management	Poor health and safety management leads to staff injury	H	H	H	L	H	3	M	Annual individual risk assessments, lone worker arrangements, regular staff briefings	CEO	H	None	2	CEO	L

17	Build tenant control	Operational management	Poor health and safety management leads to exHGA sure in the event of staff injury	H	H	M	L	H	3	M	Annual individual risk assessments, lone worker arrangements, regular staff briefings	CEO	H	None	2	CEO	L
18	Build tenant control	Operational management	Poor staff engagement leads to absence, poor performance and individual and group antipathy creating a negative work place culture	H	L	H	L	H	3	M	Staff satisfaction survey, regular one to ones, change and communication policy, staff handbook, capable team managers, regular briefings and training	CEO	H	None	2	CEO	L
19	Help people to live well	Operational management	If we don't achieve our performance targets we will be failing our customers and LCC	H	M	H	L	H	3	M	SOPs, that are based on LEAN principles of simplification and continuous improvement staff training, one to ones and QA processes	CEO	M	Further develop SOPs and QA processes	4	CEO	L
20	Help people to live well	Operational management	Failure to improve our technology capabilities, and eliminate shadow technologies will limit our ability to deliver excellent services ,achieve performance goals and evidence compliance with the consumer standards and it will lead to customer dissatisfaction and colleague frustration	M	L	M	M	M	4	M	LCC KIM strategy	CEO	L	Commitment to support LCC in improving technology capabilities	6	CEO	M

21	Help people to live well	Partnerships	An inability to develop and manage strategic third party relationships will have an impact on delivery of community initiatives	M	M	M	L	M	2	L	Partnership register, partnership communications, partnership meetings	CEO	H	None	1	CEO	L
22	Help people to live well	Regulation	Inadequacy of SOPS leaves the organisation at risk of maladministration	H	L	H	M	H	6	H	SOPS in place for retirement life, front line service, rents team, ASB	CEO	M	SOPs needed for compliance, tenancy support, permissions and to be supported by QA arrangements	6	CEO	M
23	Help people to live well	Regulation	Failure of staff to comply with SOPs leaves organisation at risk of maladministration	H	H	H	L	H	3	M	SOPs in place, staff briefings, regular one to ones, QA arrangements	CEO	H	QA arrangements to be embedded	2	CEO	L
24	Help people to live well	Regulatory framework	Risk identified - poor compliance with consumer standards	H	H	M	L	H	3	M	Partnership working with LCC, self-assessment, improvement plan in place	CEO	M	Performance Management Systems being reviewed through quality assurance project and additional staff in tenancy support and estate services	4	CEO	L
25	Help people to live well	Stock	Failure to comply with policies and procedures around compliance exposes organisation to risk of fire or explosion against which it has	H	H	H	L	H	3	M	Income Manager Ps in place, staff briefings, regular one to ones, QA arrangements	HOR	H	QA arrangements to be embedded	2	CEO	L

											programme, stock condition data						
31	Help people to live well	Poor perception of BITMO managed properties	Risk identified - increasing customer expectations	M	H	M	M	H	6	H	Satisfaction surveys annually, customer panels, ATC	Head of Repairs	M	Monitor customer satisfaction.	6	HOR	M
32	Help people to live well	Poor perception of the Belle Isle estate	Risk identified - estate appearance	M	H	H	M	H	6	H	Local service delivery by caretaking team, Local Pride, Estate Inspection Policy and Procedure	Head of Repairs	M	KPIs for estate management, inspection schedule, role of estate services planner	6	HOR	M
33	Help people to live well	Reputation, brand loyalty	Risk identified - over 50% of our customers didn't vote in the 2024 ballot. An inability to successfully promote the organisation and achieve higher turnout could have an impact of the viability of the organisation	H	M	M	M	H	6	H	Community Engagement activity, promotion via social media, use of Voicescape to send regular messages about BITMO, promotion of positive TSM scores	CEO	H	Voicescape survey of voting barriers	3	CEO	L
34	Help people to live well	Operational management	Slip trip fall hazards on the estate present a risk of personal injury to public and staff and legal and financial liability for BITMO	M	M	L	L	M	2	L	Green pace and footpath inspection plan, grounds maintenance contract specification	Head of Repairs	M	Improve monitoring systems	2	HOR	L
35	Help people to live well	Operational Management	Failure to comply with legal and regulatory requirements and performance standards in dealing with ASB, Harassment & Hate Crime	M	M	M	L	M	2	L	(1) Policies, procedures and monitoring systems in place (2) Specialist staff are trained & experienced in managing tenancy issues (3) Strong links with police, and LASBT	Tenancy Support Manager	M	Develop KPIs QA & improve monitoring systems	2	Tenancy Support Manager	L

36	Help people to live well	Operational Management	Under reporting of hate crime incidents	M	L	M	H	M	6	M	Monitoring of reporting of these types of incident is in place	Community Safety and Engagement Manager	M	(1) Work with community to promote our service understanding of hate crime	4	LF	L
37	Help people. to live well	Financial viability	Risk identified - Stock loss through RTB	M	L	L	M	M	4	M	Buyback approach, working with LCC to highlight buyback opportunities	CEO	M	None	4	CEO	L
38	Help people to live well	Operational management	Risk identified - Housing fraud that is not identified and dealt with	M	L	L	M	M	4	M	Effective pre tenancy work, post tenancy visits, fraud specialists in team, close management of tenancy changes	Income Manager	H	Increase number of people equipped to deal with fraud referrals.	2	Income Manager	L
39	Invest in people's homes	Financial viability	Risk identified - Increased void relet times and voids impacts on performance bonus	M	M	M	M	M	4	M	weekly void meeting, clear targets, compliance with the SOP	Head of Repairs	M	Improve focus within repairs to reduce time in repairs.	4	HOR	L
40	Invest in people's homes	Stock	Risk identified - inadequate investment availability	H	H	H	H	H	9	H	Prudent budgeting, monthly financial control meetings, FMS reporting, vfm procurement	CEO	M	Continuous delivery of VFM, cost reduction and tenant recharges to minimise unnecessary expenditure.	6	CEO	M
41	Invest in people's homes	Stock	Risk identified - poor property information database	M	L	M	M	M	4	M	Database audit, stock condition survey programme	Head of Repairs	M	Need to ensure ongoing survey programme as BAU.	4	HOR	L
42	Invest in people's homes	Stock	Risk identified - maintenance and replacement of adaptations	M	M	L	M	M	4	M	Adaptations identified in stock condition surveys and void inspections.	Head of Repairs	M	Age of adaptations to be included in stock data and replacements costed	4	HOR	L

43	Invest in people's homes	Stock	Risk identified-non-compliance with legislation over works to leaseholders homes	M	L	L	M	M	4	M	Bi -annual leaseholder meeting	Head of Repairs	M	Improved liaison with Property Services Team	4	HOR	L
44	Help people to live well	Operational management	Risk identified - applicant fraud	L	M	L	L	M	2	L	Lettings P&P, Suspension policy, robust sign up procedure, QA arrangements	Tenancy Support Manager	H	None	1	Tenancy Support Manager	L
45	Help people to live well	community and resident involvement	Risk identified-failure to develop comprehensive customer intelligence	H	L	M	H	H	9	H	LCC developing KIM strategy, tenant involvement activity, use of voicescape to target engagement to hard to reach individuals	LCC	M	Liaison with LCC	6	CEO	M
46	Help people to live well	community and resident involvement	Risk identified-failure to engage with least empowered groups in community	H	M	M	L	H	3	M	Resident Involvement Improvement activities, winter warmth, FIO service, community fund, At risk tenancy meetings, gas cap process, tenancy support arrangements	Community Development Manager	H	None	2	Comm Dev Manager	L
47	Help people to live well	Reputation brand and loyalty	the financial challenges created as a result of cuts in benefits will impact significantly on the ability of our tenants to live well.	M	L	L	H	M	6	H	Resident Involvement Improvement activities, winter warmth, FIO service, community fund, At risk tenancy meetings, gas cap process, tenancy support arrangements	Community Development Manager	H	None	3	CEO	L

48	Build tenant control	Leadership	The age profile of the senior leadership team and management team indicates that the majority will retire in the next five years, all at around the same time.	H	M	H	H	H	9	H	Increased collaborative working at operational level to increase skills awareness and confidence. Creation of senior officer group to delegate some coordination tasks to, availability of flexible retirement. Likelihood is not reduced. Impact may be.	CEO	L	Incentivise delayed retirement	9	CEO	H
49	Help people to live well	Operational management	Sub optimal use of stock through unauthorised occupation	M	M	M	M	M	4	M	Policies, procedures and monitoring systems in place, ATCIs	Income Manager	H	Promotion of succession rules	2	Income Manager	L

APPENDIX 4

DAMP & MOULD POLICY

Condensation damp and mould

STANDARD OPERATING PROCEDURE

Date Dec 2022

	Author	Checkers	Approver
Name	Deborah Kelly	Curtis Jenner	
Position			
Date			
Process Reference No.			
Other Process Reference			

Issue Record

Issue	Date	Issue History	Issue by
1	Dec 22	1 st draft	
2	June 2025	V 2 incorporating Awaabs Law	

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Purpose

This purpose of this SOP is to ensure that:

- No tenant lives in a damp or mouldy home
- We have a consistent approach to delivering best practice as determined by the Housing Ombudsman in relation to damp and mould
- We adopt a zero tolerance approach to damp and mould
- We never blame the tenant
- All parties involved in the process understand and carry out their role efficiently
- BITMO complies with relevant statutory and regulatory standards specifically clause 42 of the Social Housing Regulation Act 2023 (Awaab's Law)

Scope

The procedure refers to the end-to-end process whenever a tenant alerts us to a problem of condensation, damp or mould, or we identify it when visiting the property..

Timescales

Emergency hazards must be addressed within 24 hours. This is why it is essential that photographs are taken at the point of report

Non-emergency hazards must be inspected within 14 days, and a written report must be produced which identifies the defect, the root cause, and the remedial work to be carried out.

This report must be provided to the tenant within 48 hours of the inspection.

If the inspection identifies a significant risk to health or safety repairs must begin within 7 days of the report.

Responsibilities

Responsibility primarily lies with the repairs team. Customer Assistants take reports of condensation damp and mould and carry out the administration associated with it. The Surveyor does the property inspection, specifies the root cause of the problem and arranges the corrective action needed to resolve the problem. The surveyor is responsible for conducting investigations in the appropriate timeframe, communicating the findings to the tenant in writing and arranging corrective work.

5. Legal and regulatory framework

BITMO understands and accepts responsibility to provide a home fit for human habitation and the requirements of secondary legislation as detailed in the RSH's Safety and Quality Standard published in April 2024 and all associated secondary legislation. The application of this policy will support compliance with the regulatory framework for social housing in England.

This policy operates within the context of the following guidance and the regulatory and legal frameworks:

- Social Housing (Regulation) Act 2023
- Housing Act 1985, 2004
- Decent Homes Standard 2006
- Housing Health and Safety Rating System (HHSRS)
- Defective Premises Act 1972
- Landlord and Tenant Act 1985
- Tenancy Agreement (agreed between Care and its tenants)
- Equality Act 2010
-

It is essential that tenants, support staff, colleagues, contractors and visitors remain safe in the property in which they live, work at or visit. Failure to discharge our legal responsibilities may result in:

- Prosecution under the Housing Act 2004
- Prosecution under the Social Housing (Regulations) Act
- Prosecution under the Defective Premises Act
- Prosecution by Health and Safety executive under Health and Safety at Work Act 1974
- Regulatory sanctions
- Reputational damage
- A loss of confidence by stakeholders in the organisation

6. Equality and Diversity

BITMO is committed to respecting diversity in all aspects of our work and will tailor our policy and service response to the individual needs of tenants as appropriate. We offer interpretation services, a community fund, and additional support where needed to help tenants to access services and take the actions that are their responsibility.

7. Quality assurance and review

Management of the condensation damp and mould spreadsheet will be done by the Surveyors. Regular review that the records and all required actions are carried out will be done by the Head of Repairs. Every six months there will be a detailed quality assurance review of the spreadsheet, the timescales followed for investigation and remedial works, and communication with the tenant as well as records being held correctly on CATS. The results of the QA exercise will be reported to the Board and LCC .

8. Tasks by responsibility

Customer Assistant

Stage	Action
Tenant advises that they have damp mould or condensation in the property	Ask tenant to log in to the website to complete a report and upload photographs. Advise that severity will be assessed and an inspection arranged.
	If the tenant cannot use the website or upload photos show them how to do this.
	Log address and date of report on spreadsheet
	Update CATS
Caretaker has visited to carry out initial assessment	Update spreadsheet with humidity and wall moisture readings ?

Surveyor

Stage	Action
Inspection requested	Attend property, take photos of the damp and mould, place hygrometer in the room(s) where the damp/condensation/mould are present
	Record hygrometer readings
	Take protimeter readings
	Log readings
	Advise tenant that a moisture reading of less than 70% is ideal
	Provide data to Customer Assistants to update spreadsheet
	Triage severity based upon photos, and readings taken
	Arrange specialist damp survey for clear cut cases of damp or excessive moisture
Damp survey received	Consider contents of the damp report and remedial work required
	Contact tenant to advise on action we and they need to take
	Take action we are responsible for
3 months elapsed	Follow up inspection to check issue resolved

Appendix 1 BITMO Damp Initial Inspection

Date Inspected:	Surveyed By:
Address:	

	Hygrometer reading	Wall moisture reading	Visible signs Yes/No	Photos taken
Living room				
Kitchen				
Hall				
Bathroom				
Landing				
Bedroom 1				
Bedroom 2				
Bedroom 3				

Office Use only	
Severity 1- 3 Where 1 = minor issue no further action required , 2= minor issue advice leaflet and guidance issued, 3= moderate issue inspection needed	
Specialist damp survey ordered yes/ no Date	Date completed
BITMO survey arranged yes/ no Date	Date Completed

Remedial action agreed
Post inspection

