



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION
BOARD MEETING**

AGENDA AND PAPERS

Thursday 16th October 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 16th October 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) Long Service Award (Jagdish Sharma)
- (ii) Bitesize training: The GATE - development and impact
- (iii) Bitesize training: Being a Board member

Meeting items:

1. Minutes and Matters Arising from the Board meeting held 20th August 2025 (page 6 & Appendix 1, page 42)
2. Health & Safety Annual Report 2025 (page 8)
3. Election of Board members at the Annual General Meeting held on 25th September 2025 (page 18)
4. Appointment of Co-optees to the Board (page 21)
5. Election of Board Officers and areas of special interest for Board members (page 23 & Appendix 2, page 57)
6. Operations Committee Report (page 26)
7. Finance Committee Report (page 28)
8. Board Forward Plan – meeting details (page 31)
9. Overview of the Organisation (page 34 & Appendix 3, page 66)
10. Any other business (page 41)

Part B – Confidential Items (Part B papers)

No items to report. Minutes of the meeting held on 29th May were agreed at the Board meeting of 20th August 2025.

BITMO Board meeting 16th October 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: (i) GATE development and impact. (ii) Being a Board Member.	(i) Review of the Community Development Strategy. (ii) Overview of duties, responsibilities, expectations, induction and training.	(i) Enhance community engagement and development. (ii) Aid effective governance.	(i) Aid development of the strategy. (ii) Undertake the training and apply when needed.
Annual Health & Safety Review	Annual review	Health and safety is paramount in all activities.	Maintain standards.	Accept the report and sign off the declaration.
Annual General Meeting 2025	To note the results of the Board elections and of any other discussions	To welcome new members and to review feedback on the work of the organisation from tenants, shareholders, stakeholders and the wider public.	Plan for the future.	Note the matters agreed at the AGM.
Appointment of Co-optees	Co-optees are appointed annually.	To help enable good governance and oversight by the Board.	Review where further expertise may be required for the future.	Appoint up to 6 Co-optees to the Board for the year to the AGM in September 2026.
Election of Board Officers	Election of Chair and Secretary and Treasurer as Vice-Chairs.	Required by the Constitution.	Help ensure good governance	Elect Chair and Secretary/Treasurer as Vice Chairs from amongst their number.

Operations Committee	Review of the latest 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 2 nd Oct.	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 20th August 2025 (Appendix 1)**. The table below details updates on items not dealt with elsewhere on the agenda.

Full Board 20th August 2025

Item	Update
Strategy Day	Held on Saturday 30 th August at Oulton Hall. Notes attached per Appendix 2.
Staff celebratory event	Event booked for 24 th October at Roxy's in Leeds.
Staff Away Day	Booked for 5 th December at the Royal Armouries. 10am to 4pm.
Belle Isle Circus access	Current online petition has 134 signatures. https://www.change.org/p/safe-pedestrian-access-to-belle-isle-circus Paper petitions are also being signed and numbers collated.
East Grange Road Makeover	A good quality permanent bench installed chosen by residents. Floor markings have been created on an estate path for the children to play on. The design was agreed and marked out by the children and the council. A street bin has been delivered in order to teach children to dispose of litter responsibly.
Tree Nursery	Preliminary legal work done but planning permission required for change of use.
Lift Off charity	Chasing Natwest and also applying via Virgin Money and Coop Bank.

Recommendation:

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

Notes:

2. Health & Safety Annual Report

BITMO



Board of Management Report

Meeting Date: 16th October 2025

Report Title: Health & Safety Report Oct 2025

Author(s): Various managers

For Information/ Decision/Discussion

Executive Summary:

Scheduled report re the annual Health & Safety review is due to be reviewed, discussed and accepted.

Recommendations:

Board are requested to discuss and ACCEPT the report and AUTHORISE the Chair to sign off the Health & Safety checklist.

Equality Diversity and Inclusion

EDI considerations are relevant to the reports.

Community Consultation:

No requirements.

Financial implications

No additional financial requirements identified to date.

Risk implications

There are major potential risk implications for this areas of work (Health & Safety: legislative, financial and reputational), but the report indicates that risks are managed.

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

Health & Safety Annual Report 2025

1. Introduction and Summary

This report is the Annual Health and Safety Report to the Board and provides key Health and Safety Information as follows.

- The Health and Safety Policy
- The Enforcing Authorities
- Health and Safety Consultants
- Monitoring
- Accidents/Incidents at Work
- Fire Risk Assessments
- Risk Assessments
- Health and Safety Plan

2. The Health and Safety Policy

The Health and Safety Policy was reviewed by Moorepay in July 2024, the next revision is overdue, it is currently being reviewed by Moorepay and is expected asap.

3. The Enforcing Authorities

The enforcing authorities comprise:

- Leeds City Council – Environmental Health
- West Yorkshire Fire Service
- The Health and Safety Executive

We are expecting a visit from Environmental health at some point in the near future to inspect our community (GATE) kitchen. All relevant guidelines are in place and kitchen volunteers all complete their Health, Safety and Hygiene Qualification.

4. Health and Safety Consultants

Moorepay provides 24/7 telephone advice and support for Health and Safety issues, as well as support with policy reviews, audits, and customised health and safety documentation.

An onsite health and safety audit was completed in July 2024, no major issues were identified. The annual audit for 2025/26 had to be rescheduled and is arranged for November 2025.

5. Monitoring Checklists

There are several Monitoring Checklists within the Health and Safety Policy.

5.1 Aberfield Gate Office Checks

The caretaking team check the external areas of Aberfield Gate daily and all staff remain vigilant to hazard reporting, identified risks are dealt with immediately. Full quarterly office checks lapsed, however these recommenced w/c 28th July.

5.2 Checklist for Chief Executive/HR Manager

The Chief Executive and HR Manager complete the following checklist:

	<i>Item</i>	<i>Yes/No</i>	<i>Evidence</i>
1	Review the Health and Safety Policy Annually	Completed 2024/25. 2025/26 due.	2024/25 completed August 2024. 2025/26 currently being reviewed by Moorepay, awaiting revised policy.
2	Are insurances adequate?	Yes	Certificates available.
3	Are sufficient funds available for Health and Safety purposes?	Yes	All areas of operation have budget for PPE, First Aid, Training and equipment.
4	Have you submitted an annual report on Health and Safety to the Board?	Yes	July 24 and this report for 2024/25.
5	Has each team completed risk assessments of all activities?	Ongoing	Teams undertake RA's as part of their daily duties & for any specific tasks or events. RA's are amended if significant changes made to duties. All new starters complete RA's as part of induction plans. RA's for office based staff reviewed and re-issued in 2023 and completed as part of the Ask Me Once process.
6	Have all accidents and incidents been reported?	Yes	Logged & records kept by HR Manager
7	Have all incidents covered by RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) been reported?	N/A	No incidents required reporting.
8	Have all statutory inspections been carried out at the specified intervals?	Yes	Reports & certificates for Gas, Electric checks, and Fire Inspections available.
9	Is a copy of the Employee Liability Insurance Certificate on display?	Yes	Reception, the Gate & notice boards.
10	Is the Health and Safety Law poster on display?	Yes	Reception, the Gate & notice boards.

Fire			
1	Has a fire risk assessment been completed for the Office/GATE ?	Yes	Due December 2025,
2	Are there any alterations anticipated that may require approval by the Fire Authority?	No	N/A
3	Are there any changes or alterations anticipated that may require modifications to fire alarm/procedures or equipment?	No	N/A
4	Is all firefighting equipment maintained and serviced by a competent person?	Yes – Churches Limited	Programme managed by Repairs & Maintenance team.

The Chief Executive will ensure that all observations are met through ongoing assurance monitoring

5.1 Checklist for Board Members

Board Members are required to complete the following checklist as part of the Annual Report

	Item	Yes/No
1	Has the Health and Safety Policy Been Reviewed in the last 12 months?	
2	Is the Board satisfied with the Health and Safety Performance of the organisation?	
3	Has an annual report on Health and Safety been provided?	
4	Have the enforcing authorities visited in the last 12 months?	
5	If yes to 4, have all the requirements made by them been complied with?	
6	Is monitoring being carried out as required ?	
7	Have all recommendations made by the organisation's safety consultants and other authorities been complied with?	
8	Are there any changes to the organisations activities that will require amendments to the Health and Safety Policy?	
9	Have all Health and Safety Issues raised by employees been appropriately addressed?	

To assist Board Members in completing this monitoring checklist, the HR Manager can confirm the following:

- The Health & Safety Policy was reviewed and re-issued in August 2024. The policy for 2025/26 is currently being reviewed by Moorepay and will be issued asap.
- Staff continue to monitor health and safety and regular checks are undertaken. Full quarterly office checks have recommenced w/c 28th July
- Recommendations made by Health and Safety Consultants other authorities are complied with.
- All health and safety issues raised were addressed, concerns can be raised to Managers, or by the colleague forum.

Following completion, a hardcopy of the checklist to be signed by the Chair for inclusion in the General Policy File

6. Accidents and Incidents at work

6.1 Accidents reported April 2024 to March 2025

There were **14 accidents** reported in 2024/25 (vs 11 in 203/24).

Quarter	Location & status	Type of accident	Outcome & Actions taken
Q1 (7 accidents)	GATE 2 x visitor	Both incidents involved children who bumped their heads at externally organised play events.	All minor accidents, assessed by first aiders, no further action.
	GATE 4 x volunteers	Three volunteers cut their hands when washing up and one when washing their hands. One volunteer burnt their hand when cooking.	Minor accidents and assessed by first aiders. Volunteers were reminded about kitchen safety. The hand washing sink was repaired (sharp corner).
	Office 1 x employee	Minor bump on head when closing skip lid.	Minor accident and assessed by first aider, no further action.
Q2 (4 accidents)	GATE 1 x volunteers	Burnt hand when cooking.	Minor accidents, assessed by first aiders, no further action.
	GATE 3 x Visitors	One visitor scraped their hand on the wall outside the GATE. One visitor mis-judged a chair and fell. One visitor trapped their finger in a table.	Minor accidents and assessed by first aiders, no further action. New tables were ordered for the GATE as it was noted that some of the table legs did not lock into place.
Q3 (1 accident)	Office 1 x employee	Employee bumped into a colleague in the corridor, fell into a door and onto the floor.	Assessed by first aider, grazes and headache. Driven home by a colleague. No further action.
Q4 (2 accidents)	Office 2 x employees	Both employees banged their heads; one on a key-safe door and one on an office door.	Minor accidents, assessed by first aiders, no further action.

Fourteen employees are qualified First Aiders and there are two qualified Mental Health First Aiders. As part of the accident investigation process, preventative actions are discussed and identified where necessary.

6.2 Incidents, Hazards & Near Miss Reporting

A report is completed for any occurrence which has: the potential to cause injury, an incident which occurred and action is needed to resolve and prevent recurrence, or an accident waiting to happen. The incident is dealt with immediately including any actions taken to prevent re-occurrence.

Two incidents were recorded in 2024/25 (vs 3 in 2023/24) and detailed below:

Quarter	Location/Site	Type of Hazard	Actions completed
Q3 (2 x reports)	Estate Windmill Close	Police advised that a member of the public was attacked while sat in their car. He was likely targeted as the perpetrator thought he was an undercover police officer.	Staff were advised to take precautions in the area, visit in pairs and ensure ID badges were visible.

	Belle Isle Road	Contractor witnessed a BITMO tenant from Aberfield Drive being attacked.	Perpetrator was not a BITMO tenant. Contractor gave a statement to the police.
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All incidents are dealt with immediately and actions identified where necessary. Reports are logged and retained by the HR Manager and available for viewing by the Board. Incidents are reported annually and quarterly to the Board.

6.3 Violent/Aggressive Incident Reporting

There is a process for staff and contractors to report all incidents of aggression, abuse or violence suffered. Actions are identified and taken against perpetrators.

There were **14 incidents reported** in 2024/25 (vs 9 during 2023/24). A summary is provided below:

Location	Type of Incident	Outcome & Actions
Telephone (6 incidents)	Verbal abuse from tenants towards staff and contractors.	Warning letters sent to all tenants.
Estate (2 incidents)	Aggressive behaviour and verbal abuse by a tenants boyfriend towards a contractor. Intimidation by a tenant towards employee when they were walking to work.	Systems updated and warning letter sent. Further letter sent to tenant (ongoing case involving police and LASBT – see ‘four incidents’ below).
Office/ GATE/ carpark (6 incidents)	Four incidents relate to the same tenant who was aggressive and made racist comments in the GATE and housing counter, swore and used inappropriate and language in the GATE, tried to gain access to the building and was swearing and aggressively banging on the doors. Racist comment was made to an employee by an unknown tenant/visitor in the GATE. Tenant became verbally aggressive during a conversation about housing support.	Staff were supported, systems were updated and staff advised. Action taken against the tenant: asked to leave the premises, warning letters sent, banned from the GATE and the office, reported to the police, reported to LASBT, injunction was obtained. No further action, perpetrator could not be identified. Letter sent to tenant.

Training is available for staff to deal with violent, aggressive, and confrontational incidents and behaviours. There is a formal process for reporting incidents, a clear no-tolerance message, and a consistent approach to dealing with perpetrators. Managers are available to deal with incidents and all staff subject to this kind of behaviour are supported.

Training for all staff regarding ‘handling challenging situations’ has been arranged for this 2025.

Following a trial of lone worker alarm fobs, the system was rolled out to all front line staff who now have lone worker alarms with 24 hour tracking and support available.

7. Risk Assessments

Risk assessment documentation is revised if significant changes are made to duties, processes, roles, or new risks identified. New starters complete risk assessments as part of their induction plan. All staff review and complete risk assessments as part of the annual Ask Me Once process.

Regular supervision and health and safety monitoring is in place to highlight any issues on an ongoing basis.

8. Fire Risk Assessments

Responsibility lies within the Repairs, Maintenance & Investment team who monitor Fire Risk Assessments for the following buildings:

- Aberfield Gate Office/GATE.
- Communal Rooms at 26, 35 and 58 Belle Isle Circus Sheltered Housing.
- Communal Room Broom Nook Sheltered Housing.
- Residential Flats.

Firntec were appointed in 2022 to carry out and prepare Fire Risk Assessments and surveys for all properties. New Assessments have been carried out in September 2025 and action from these are being reviewed and planned in.

The annual fire risk assessment for the Aberfield Gate Office and the GATE are due in December 2025.

The Sheltered Housing communal areas were completed in December 2023 and the annual assessments for communal areas in flats were completed during November 2023, all are scheduled for 2025.

9. Health and Safety Actions

This table brings together the observations and recommendations from ongoing monitoring, reviews, audits, and appraisals. Actions are completed with guidance and recommendations from the external Health and Safety Adviser (Moorepay) and enforcing authorities where appropriate.

Item		Action required	Target Date	Date Completed
1	Health and Safety Policy & Audit (Moorepay)	Review & re-issue H&S policy annually.	2024	Completed Aug 2024, due 2025
		Annual Audit.	2024	Completed July 2024, scheduled November 2025
2	Fire Risk Assessments	All Fire Risk Assessments to be reviewed every 2 years: • Broom Nook Sheltered Housing Communal Room	December 2025 (last date 28/12/23)	Scheduled 2025
		• 26 Belle Isle Circus Sheltered Housing Communal Room	December 2025 (last date 28/12/23)	Scheduled 2025
		• 3 Winrose Grove (formerly 35 Belle Isle Circus)	December 2025 (last date 28/12/23)	Scheduled 2025
		• 58 Belle Isle Circus Sheltered Housing Communal Room	December 2025 (last date 29/12/23)	Scheduled 2025

Item		Action required	Target Date	Date Completed
		Aberfield Gate (Including the GATE)	December 2025 (last date 30/12/23)	Completed August 2025
		- Residential Flats (Aberfield Drive, Aberfield Rise, Town Street, Winroses) - Aberfield Crest)	November 2025 (last date Nov 2023)	September 2025
3	Fire Equipment	Ensure checks for all fire safety equipment completed	Weekly	Weekly fire alarm checks are completed.
		Weekly Fire Alarm Tests		
		Quarterly Alarm Checks by Competent Person	Quarterly	Completed Quarterly by contractor (Mayfair)
		Fire Drills (2 per year)	2 annually	Completed April & June, planned in for every quarter.
		Emergency Lighting (monthly & annually)	Monthly annually	3 storey blocks completed monthly by the caretakers. Annually by LBS.
		Fire Extinguisher inspection/testing via external contractor (Churches) annually.		
		Broom Nook Sheltered Housing Communal Room	October 2024	January 2025
		26 Belle Isle Circus	May 2025	August 2025
		3 Winrose Grove	October 2024	August 2025
		58 – 64 Belle Isle Circus	October 2024	Conducted by LCC
4	First Aid Assessment	Maintain sufficient number of trained First Aiders.	Annually / Ongoing	We currently have 13 qualified first aiders
				Refresher training is completed annually Requalification's are completed every 3 years.
5	Statutory Examinations and	Broom Nook Sheltered Housing Communal Room	July 2027	Completed July 2022 (LBS), due July 2027.

Item		Action required	Target Date	Date Completed
	Workplace Inspections:	26 Belle Isle Circus Sheltered Housing Communal Room	Sept 2025.	Completed September 2020, due September 2025.
	Electrical hardwiring inspection to be completed by competent person every 5 years	3 Winrose Grove Sheltered Housing Communal Room	August 2027	Completed August 2022 (LBS), due August 2027.
		58 Belle Isle Circus Sheltered Housing Communal Room	Nov 2025	Completed 31/03/25
		Aberfield Gate (Including the GATE)	Sept 2024 (scheduled with LBS).	September 2019, due Sept 2024. Completed April 2023
		Electrical Portable Appliance Testing to be undertaken by a competent person annually for all 4 Sheltered Housing Communal rooms and Aberfield Gate.	Sept 2024	Completed Sept to Dec 2024. All booked to commence August 2025
	Gas Safety Service inspection by GasSafe accredited competent person annually.	Broom Nook Sheltered Housing Communal Room	December 2025	Scheduled Dec 2025
		26 Belle Isle Circus Sheltered Housing Communal Room	Oct 2025	Completed 1 August 2025
		3 Winrose Grove Sheltered Housing Communal Room	May 2024 & 2024	May 2024 & Jan 2025
		58 Belle Isle Circus Sheltered Housing Communal Room	June 2024	June 2024 & Jan 2025
		Aberfield Gate (Including the GATE)	November 2024	04/06/25
6	Asbestos Management	Asbestos Management is undertaken as part of the Construction Design and Management (CDM) Regulations with any remedial actions closed out as necessary.	In place & ongoing.	Asbestos property surveys & remedial works are logged & managed by the Repairs Team. Currently reinspections are 91% with 8/81 blocks still requiring a re-inspection.
7	Monitoring	Maintain regular monitoring in accordance with the Health and Safety Policy: Annual Monitoring undertaken by Chief Executive	Annually	Completed 2024. This report for 2025.
		Annual Monitoring undertaken by Board	Annually	Completed 2024. This report for 2025.
		Regular Monitoring undertaken by managers and all staff	Regular	Daily checks ongoing by all staff and duty manager. All hazards raised are dealt with.

Item		Action required	Target Date	Date Completed
				Quarterly checks reconvened.
		Estate checks by Repairs team.	Ongoing	Regular estate checks are ongoing by all staff & repairs team. Pride initiative commenced in 2024.
8	Health & Safety Forum	Annual meetings.	Annually	Completed 2024, due 2025.

Recommendation:

Board is asked to ACCEPT the report.

Notes:

3. Election of Board members at the AGM

BITMO



Board of Management Report

Meeting Date: 16th October 2025

Report Title: AGM elections

Author(s): Peter Olver

For Information/~~Decision~~/ Discussion

Executive Summary:

The Report provides an update on elections for tenant Board members at the AGM held on 25th September 2025.

Recommendations:

Board are requested to note and accept the report.

Equality Diversity and Inclusion

BITMO aims to have a diverse and inclusive Board. This will be recorded and monitored and BITMO will reach out to under-represented elements of the community.

Community Consultation

The Community will be updates with the election detail and feedback on the process requested.

Financial implications

There are no financial implications arising from the report.

Risk implications

An efficient Board is vital to the performance of the organisation.

Links to Regulatory Framework:

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

The Transparency, Influence and Accountability Standard is a regulatory standard for social housing landlords in England, which requires landlords to be open with their tenants, treat them fairly, **enable them to influence decisions**, and hold them accountable.

Introduction

The AGM took place on the evening of Thursday 25th September 2025 at the GATE.

Information

Board members due to stand down on rotation were:

- Harry Austin
- Shaf Ghafiri
- John Oddy
- Emma Walkley

Three of the above members were nominated to stand for re-election and one (Shaf Ghafiri) decided to stand down because of work commitments. The Board and Staff are most grateful for Shaf's contribution to the work of BITMO over several years, including a period of time as Chair and Treasurer.

There were five new candidates who also received nomination to stand for election as tenant Board members.

The full list of candidates was:

- Harry Austin
- Stephen Brockley
- John Newbould
- John Oddy
- Sherie Sweeney
- Emma Walkley
- Angela Weglarska
- Katharine Youngs

There were 8 candidates for 8 vacant positions.

Conclusion

As the election was non-contested, shareholders voted to elect all of the above 8 candidates onto the Board. BITMO therefore has a full complement of tenant board members.

Recommendation:

Board is asked to NOTE and ACCEPT the report and to thank Shaf Ghafiri for his valued work as Board member, Treasurer and Chair.

Notes:

4. Appointment of Co-optees to the Board

BITMO Board of Management Report			
Meeting Date: 16th October 2025			
Report Title:	Board Co-options		
Author(s):	Peter Olver		
For Information/ Decision/ <u>Discussion</u>			
Executive Summary: The report calls for the appointment of Board Co-optees for the year to 25 th Sept 2025.			
Recommendations: Board is requested to AGREE Board co-options.			
Equality Diversity and Inclusion The Board should represent the people it serves, and makes adjustments to make sure that all tenants are able to participate equally.			
Community Consultation The community will be consulted on governance arrangements.			
Financial implications There are no financial implications arising from the report.			
Risk implications An efficient Board is vital to the performance of the organisation.			
Links to Regulatory Framework:			
The Safety and Quality Standard		The Tenancy Standard	
The Neighbourhood and Community Standard		Transparency Influence and accountability standard	✓
Tenant Satisfaction Measures			

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

The Chief Executive Officer advises that Leeds City Council has nominated two Ward

Councillors to serve on the Board (the Modular Management Agreement calls for a minimum of 1).

The nominations are:-

- Cllr Wayne Dixon
- Cllr Emma Pogson Golden

We are also aware that the following are seeking co-option for a further year to the Board:-

- Margaret Brown
- Ashley Knowles
- Paul Truswell

If the above are appointed then there is one further potential vacancy for co-option. Details of any possible candidates for this vacant position will be relayed at the meeting.

Recommendations for approval:

Board is recommended to approve;

- Further Co-option of Cllr Wayne Dixon and Cllr Emma Pogson Golden
- Co-option of up to four other candidates.

Notes:

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

BITMO



Board of Management Report

Meeting Date: 16th October 2025

Report Title: Election of Board Officers and areas of special interest for Board Members

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

Effective Board officer posts are vital to the organisation. Areas of special interest can also add significant resource.

Recommendations:

Board is requested to APPOINT Board Officers and AGREE areas of special interest.

Equality Diversity and Inclusion

Equality of access to Board roles, and an understanding of the importance of EDI is crucial for all Board appointments.

Community Consultation

The Community are responsible for the election of Board Members. .

Financial implications

Board members are unpaid. There are no significant financial implications arising from the report.

Risk implications

An effective Board is vital to the organisation.

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

Introduction

At the first meeting of the Board to be held after an Annual General Meeting and following appointment of co-optees, the Board will elect officers to Board posts as follows:

- Chair
- Vice Chair and Treasurer
- Vice Chair and Board Secretary
- Vice Chair and Services Lead
- Member Responsible for Complaints

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

A description and the requirements of the roles are attached (**Appendix 2**).

If you are interested in taking up any of these roles could you please register your interest with the Chief Executive Officer or Head of Governance & Finance (via Karen Hoole 0113 378 2182, karen.hoole@belleisletmo.co.uk) no later than 12 noon on Wednesday 8th October 2025 so this can be reported on the night of the meeting and ballot arrangements made should this be necessary.

BITMO are also seeking informal interest from other Board members in the following roles/area of activity:

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

Previous expressions are as follows:

BOARD MEMBER SPECIAL INTERESTS	
Harry Austin	Recruitment/Repairs and Maintenance/Estate & Environment/Recruitment
Jean Burton	Recruitment/Retirement Life/Community/Gala/Health & Safety
Margaret Brown	Retirement Life/Community/Gala/Health & Safety
Cllr Wayne Dixon	Health & Safety
Ashley Know	Retirement Life
Tracey Morris	Community & Gate events
John Oddy	Retirement Life
Paul Truswell	Community/Publicity

Conclusion

See recommendations below.

Recommendations:

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

Notes:

6. Operations Committee Report

BITMO			
Board of Management Report			
Meeting Date: 16 th October 2025			
Report Title: Operations Committee report			
Author(s): Peter Olver			
For Information/ <u>Decision / Discussion</u>			
Executive Summary:			
Report on the business of the Operations Committee meeting held on 20 th August 2025.			
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	✓
Tenant Satisfaction Measures	✓		



6.1 Introduction

The third meeting of the Operations Committee was held on 20th August 2025 after the Board meeting on that day.

6.2 Detail

The meeting agenda focussed on performance reporting.

The number of reporting items had increased with the advent of Tenant Satisfaction Measures. These were in addition to the Key Performance Indicators that have been produced hitherto. There were presently three main reporting mechanisms:

- Key Performance Indicators
- Tenant Satisfaction Measures
- Building Safety Dashboard

There was some overlap of reporting between these mechanisms and some disconnect in the reporting of the Management Information element of the TSM's.

It was felt that a more streamlined reporting structure was needed so that an overview could be obtained

Conclusion

It was concluded that a streamlined system would be constructed which allowed for greater ease of review of TSM data whilst also giving an enhanced level of detail for other reporting areas. A version of the new structure would be brought to the next meeting of the Committee.

Recommendation:

It was RECOMMENDED that KPI and TSM data is merged into streamlined documentation. A draft could be produced from the end of Quarter 2 – the six months to the end of September 2025.

AGREED

Notes:

7. Finance Committee Report

BITMO

Board of Management Report

Meeting Date: 16th October 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 2nd October 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	✓		

7.1 Introduction

Matters discussed were:

- Revenue Management Accounts 2025-26
- Capital Accounts 2025-26
- Staffing Update
- Internal audit tender

7.2.1 Revenue Management Accounts 2025-26

Revenue accounts were broadly on budget for the period.

Management accounts for the 5 months to 31st October were presented to the Committee. They comprised a combination of data from old and new accounting systems (FMS and Dynamics).

They showed an underspend against budget on responsive and cyclical repairs. There were also some underspends on staff costs as one repairs surveyor post is unfilled.

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 5 months because of the agreed works to extend the community kitchen and also because of projected spend of a grant for tree planning. 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.

7.2.2 Capital Accounts 2025-26

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

There are several areas where spend is behind schedule and so additional actions are being undertaken to make sure that these budgets are spent. The plan is to spend the budget areas committed to, even if this results in an excess spend in areas that cannot be predicted (such as adaptations) that will then need to come from reserves.

7.2.3 Staffing Update

Updates given on recruitment, new payroll system issues and long service awards.

Jagdish Sharma is due to receive a long service award for 20 years service.

7.2.4 Delegated Spend Limits

Proposal to add two additional members of staff to the delegated list at spending limits of £500 per order.

7.2.5 Internal audit tender

Report on the tender process to date.

Recommendation:

Board is asked to:

- (i) ACCEPT the above reports.
- (ii) AGREE any recommendations from the Committee reported at the meeting.

Notes

8. Board forward plan

BITMO



Board of Management Report

Meeting Date: 16th October 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 governance year, to the AGM and first meeting of the new Board.

Dates of future Board meetings have, for the most part, 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.

Board meetings and agenda items

Date	Headline Report	Discussion topic	Area for Scrutiny and approval (not including standing items)
October 16 th	Urgent matters, Correspondence, Estate issues and Tenant feedback	Long Service Awards and Community Development Strategy	Board elections
December 4 th		Corporate Strategy	Safeguarding Complaints Performance KPI's Finance Committee Anti-Social Behaviour
January		No Meeting	N/A
Feb 5 th 2026		Police matters	Budget preparation Repairs KPI's Risk Register Finance Committee
April 2 nd		Financial Inclusion	Budgets Complaints Safeguarding Finance Committee
June 4 th		To be set by Board	GATE Programme Performance KPI's (Ops Comm) Risk Register (b/f March) Retirement Life
August 6 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 3 rd		To be set by Board	AGM Complaints Safeguarding Risk Register Repairs

			GATE programme
September 24 th			2026 Annual General Meeting (AGM)

(ii) Board Member Bitesize Learning Sessions

Date	Title
Oct 2025	Being a Board Member Skills training and responsibilities. The GATE: Development and Impact Implementation of the new outreach strategy.
Dec 2025	Board members as community leaders BITMO as a tenant-led organisation
Feb 2026	Repairs & Maintenance Responsible and Planned works
April 2026	Rent collection and support An update on how we support a positive rent payment culture.
June 2026	The GATE: Development and Impact Implementation of the new outreach strategy.
Aug 2026	Lettings How we let properties
Sept 2026	Community Development opportunities Partner discussion.

Recommendation

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

Notes

9. An overview of the organisation

a. BITMOs Current Mission, Aims and Goals – what are we trying to achieve?

BITMO sets out its Mission, Aims and Goals and states how it plans to achieve these and regularly reviews progress.

Mission: Build a safer stronger greener Belle Isle, where people want to live – **This reflects the pride we feel, community pride, and the high demand we experience for our housing.**

Objectives:

- Building tenant control - **This puts tenant control front and centre and is absolutely what we are about**
- Invest in people's homes – **This gives a clear focus on stock condition, investment and safety, and emphasises the importance of the people who live here.**
- Help people to live well –**Everything we do as TEAM BITMO puts the customer first , whether we are in repairs or community development, rents or tenancy support, what we do is help people**

The actions in the five year plan will flow from this renewed focus. The renewed focus has evolved. It is not a break from previous strategy. It incorporates the themes of "Getting the basics right" "Our green agenda", "Bitmo people" and "Empowering our community" . The one theme that has been "de-prioritised" following extensive engagement that evidenced that it is not a high priority for the community is "digital inclusion". We will continue to support digital inclusion as business as usual through the GATE, and promotion of the portal but do not plan for any specific new projects at this time .

Business As Usual

Getting the Basics Right - This theme will continue the work stream of focusing on improving operating procedures, customer information and staff training.it will support each of our three objectives

The impact of this work stream will be seen in improved business performance across most metrics, robust quality assurance processes and an audit programme that provides a good level of assurance on the control environment in operation.

Our Green Agenda - This theme will focus on investment in the homes people live in, increasing bio-diversity on the estate and reducing carbon usage in the office. Success will be measured through an annual assessment of carbon reduction

Empowering our community- As a tenant led organisation empowering the community is key to our purpose. This theme is focused on the weaknesses identified in the governance review in 2024, specifically weaknesses in the engagement of Board members, and the broader tenant involvement structure that supports the board. Success will be measured through a further governance review in 2026.

BITMO People - Having achieved excellent levels of colleague satisfaction and engagement, we are ready to move to the next level. The next level is enhancing professionalism, talent management and continuing low levels of absence.

Success will be evidenced through the annual Work Buzz survey, attendance figures and training delivered.

New projects

As an organisation, we are well run, performing strongly, with a stable a staff team. We face considerable challenges in terms of social housing regulation, evidencing compliance, and needing to demonstrate continuing quality and improvement in a challenging social and economic context. It feels appropriate to focus our activity where we can have most impact. To do this we need to focus on fewer projects that will really deliver for our community and colleagues.

The plan on the next page identifies the key areas of focus in the first year of the five year plan. The five year plan is a “work in progress” and will be further developed with Board, colleague and tenant engagement. We will further develop the measures of success and key metrics that will be presented to the Board throughout the year to provide assurance that we are delivering the mission and objectives and the impact is clear, evidenced and communicated.

Objective	Theme	Action	What does good like and how will we know when it is done	Measures of success
Invest in peoples homes	Our green agenda	Invest in thermal efficiency programmes	Householders will be satisfied with the investment in their homes	Tnt satisfaction, spend against budget, carbon reduction
Invest in peoples homes	Getting the basics right	Improve the quality of estate management	Local pride inspections will evidence improved appearance, planters wil lbe better maintained.	TSM
Support people to live well	Our green agenda	Reduce use of carbon in the office and reduce energy bills	An LED lighting scheme wil lbe completed. Energy bills will be reduced.	carbon reduction
Support people to live well	Our green agenda	Support food growing in Belle Isle	Tnts wil lbe involved in the community orchard and garden and there will be increased take up of food growing opportunities.	Tnt feedback
Support people to live well	Our green agenda	Increase bio-diversity through planting and reduced grass cutting	Continue to progress work with the Leeds arium and Fruitworks.	TSMs
Support people to live well	Getting the basics right	ASB policy reviewed by LCC and being rolled out.	Higher levels of enforcement action on ASB. Higher levels of tenant satisfaction.	TSMs, QA
Support people to live well	Empowering our community	Raise awareness of DV and safeguarding	Tenants will report their experince of DV to us and we will support and sgnpost people to services that can help them.	
Support people to live well	Empowering our community	Promote reporting of criminal activity via door knocking and voicescape	We will see an increase in police intelligence and will take tenancy action to reduce ASB.	TSMs QA
Build tenant control	Empowering our community	Deliver a succession plan to support a strong board	We will have 1] a complete board 2] an "operations" type committee and 3] board will be able to concentrate on strategic issues.4] Board members will participate in training and development. 5] An external review of governance in 2026 and 2029 will provide good assurance.	Board KPIs
Build tenant control	Empowering our community	Develop the board to provide community leadership	Board members will participate in local pride inspections, and be champions for the estate.	Board self assessment
		Improve tenant information and accountability	We will provide customer service information that tenants contribute to and understand.	TSMs, QA

TSM – Tenant Satisfaction Measures

QA – Quality Assurance

KPI's – Key Performance Indicators

We track our performance in key areas to see how we are progressing. We then report this to the Board. The Board then have an opportunity to review this information and maintain or improve services as required.

b. Code of Conduct for Board members – a standard for positive behaviour

The Belle Isle TMO has a 'Code of Conduct' for all Board members (Appendix 3).

This previous code was replaced in August 2025. It aims to ensure that Board members are aware of what is expected of their behaviour during their time on the Board and that BITMO continues to uphold the highest possible standards.

c. Information, learning and development for Board members

BITMO provides opportunities for Board members to develop their understanding of the organisation and their role within it. These can take on different formats;

- **One to one** – All Board members will have the opportunity to meet the Chair on a 1:1 basis
- **Mandatory training** – the Chair will from time to time indicate when training is essential and in these circumstances will require Board members to attend. This may be for individuals, smaller groups or the whole Board depending on the circumstances;
- **Areas of Special interest** – board members are welcome to request training or information in areas of special interest;
- **Shadowing** – Board members are welcome to request 'shadowing' opportunities with BITMO Managers to get a better understanding of how the organisation works on a day to day basis (This should be requested through the Chair or CEO);
- **Away days** – from time the organisation will arrange session for the whole Board to attend.

d. Background information

Board members are provided with a file of information that covers the following;

- Map of Belle Isle *
- BITMO Strategy *
- BITMO Organisational Chart *
- Rules of the TMO *
- Code of Conduct **
- Schedule of all organisational policies *

* included in forthcoming Board pack

**included below

Recommendations for Approval:

Board members are requested to ACCEPT the above report will be asked to complete and sign the following paperwork (per Appendix 3 below and separately enclosed for signature and return):

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

Notes

10. Any Other Business

None as at 3.10.25

Notes

Suggested date of next meeting:

- **4th December 2025**

APPENDIX 1

BOARD MINUTES

**BELLE ISLE TMO
FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 20th August 2025
(Rescheduled from 7th August 2025)**

Present: Jean Burton
Harry Austin
Trevor Brown
John Oddy
Emma Walkley
Paul Truswell
Cllr Emma Pogson Golden
Ashley Knowles
Angela Weglarska
Fred Broadbent
Gerry Roberts
Margaret Brown

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)
Karen Hoole (Governance & Admin Support Officer)
Tracey McGarry (Community Development Officer)
Jagdish Sharma (Finance Manager)
Lesley Fothergill (Tenancy Support Manager)
Amelia Ward (Financial Inclusion Officer)
Simon Richardson (LCC)
Ben Mills (Community Development Officer)

PART A – Public Agenda Items

Apologies

Apologies were received from: Cllr Wayne Dixon, Sharafath Ghafiri, Tracy Morris

Questions from the Public

There were two members of the public present for the whole of the public part of the meeting
- Angela Weglarska and Fred Broadbent

Belle Isle Makeover - East Grange Road – Residents Request

Residents from East Grange Road attended the start of the meeting, regarding a funding application detailed in the Minutes and Matters Arising. Ben Mills explained that the residents have done an incredible job of maintaining the large planters in conjunction with the children in the area. Some bushes that were overgrown in the larger planters that were proving to be a health and safety risk had been removed. The planters were now thriving. A small temporary swimming pool had been erected with the agreement of all residents and a temporary bench installed. The residents have now also obtained some football nets.

The residents are now looking at some floor painting and a bin to encourage the children to look after their area. They would also like to install a permanent bench.

The CEO explained that this is part of the Belle Isle Makeover scheme that has been set up by BITMO. People were asked to get in touch with us if they would like to improve their area.

The Board were asked to agree to fund the requirements. This was agreed by the Board as detailed below.

The residents were asked if there were any before and after photographs. Photographs will be provided once the necessary improvements are made.

The residents were thanked for attending the meeting and they left at this point.

Presentations

BITMO Board Strategy Day Planning

The CEO provided an agenda for the forthcoming Board Strategy Day to be held at Oulton Hall.

She advised that Blaise Lambert would be attending to discuss the options and review the Modular Management Agreement with Leeds City Council and asked Board members for any suggestions that they would like to include in the Strategy Day.

A Board member suggested looking in more detail at KPIs and TSMs and what we actually need to identify where we are and need to be strategically. One of the areas highlighted that could be discussed was where we are not performing as well as we could – ASB and complaints. Also staffing was suggested as a significant issue that could be looked at.

Bitesize Training – Board Code of Conduct

The CEO provided a bitesize training session of the Board Code of Conduct

1. Minutes and Matters Arising

The minutes of the meeting held on 29th May 2025 were approved.

Item	Update
Solar Panels	The Finance Committee advised that payback is not suitable for BITMO properties. Investigations are continuing for panels for Aberfield Gate. Quote received for £14,000
Celebratory Event	Booked for 24 th October at Roxy's in Leeds
Board Strategy Away Day	Booked for 30 th August at Oulton Hall
Belle Isle Circus Access	Petitions are currently being undertaken
Audit Tender	Prices are being looked at.
Parkside Hub	The CEO reported that a decision to have no formal involvement in the Parkside Hub has been taken but that BITMO will support it. It was felt that involvement would be a financial risk to the organisation.
Tree Nursery	Progress being made with draft lease – maybe be available at the end of the month.
Lift Off Charity	Further details awaited from the Bank

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:-

Tenant Satisfaction measures

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

There are three workstreams that it is hoped will address concerns.

- Local Pride initiative
- Belle Isle Makeovers
- Planter refurbishment

Performance

The CEO presented a performance grid at the meeting showing strong and improving performance especially in repairs, rent collection and tenancy management.

Key Performance Indicators (KPI's) 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 it is expected to fill the board member vacancies at the AGM.

Despite several dates being offered to Board members under half of Board members have not participated in the mandatory process. From the AGM it is proposed to stand down members who do not attend training and appraisals.

A number of KPI's that relate mainly to compliance in relation to gas safety and electrical periodic inspections are of concern. This is being managed by the team.

Procurement

Quotes from landscape companies to undertake work to 44 planters on the estate have been invited. 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.

Prices are being sought from companies that provide internal audit services.

Community projects

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

Parkside Hub - BITMO have undertaken a condition survey and identified a minimum of £71k works to be required. 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.

The CEO reported that a decision to have no formal involvement in the Parkside Hub has been taken but that BITMO would aim to support it in future where possible. It was felt that formal involvement would be a financial risk to the organisation.

Planter refurbishment - A programme is due to commence using funds the board made available from reserves to improve the appearance of the estate.

ASB Management - 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. A quality assurance review of our management of the ASB caseload is being undertaken and a report will be given to the Board.

Handling complaints - Work is being undertaken 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 our TSMs indicate that we outperform LCC generally and that most measures reach satisfaction levels of above 70%. Work is ongoing to understand the reasons why we are not reaching the targets we would like to meet.

Recommendation for Approval

The Board were asked to Accept the Operations Report.

Accepted

3. Disabled Adaptations – Annual Review

The CEO advised that a disabled adaptations policy was produced in April 2023. It sets out the decision framework for approving and declining requests for disabled adaptations and summarised the types of adaptations requested:-

- **Wet Floor shower** - In the year 2024/25, 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.
- **Additional Bedroom** - Two requests were received for additional bedrooms. Both were declined as the houses were overcrowded and the best long term solution is to obtain larger accommodation.
- **Ground Floor Bedroom/Bathroom** - 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.
- **Ground Floor WC** - 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.

Performance figures were provided as follows:-

No of adaptations requested	30
Number of days between request and decision	33
Number of days between request and works completed	70
No of adaptations approved	16
No of adaptations declined	14
Total value of adaptations carried out	£76,836
Average cost	£4,802

Board members asked the following questions:-

Q. Are we prioritising downsizing out of family homes.

A. *Yes. But most people do not want to move.*

Q. Are adaptations removed from houses?

A. *If they are new they are kept? If they are 5 years or older we can remove them.*

Recommendations for Approval

The Board were asked to Note and Accept the report.

Noted and Accepted

4. Risk Register Review

A revised risk register was developed following our external Governance Review and the 2024 Board strategy away day and this was presented at the meeting.

The risks identified 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.

Following the Chancellor's Spring statement a further risk around the impact on welfare benefits for our tenants has been identified. This 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.

A further risk has been identified around staffing. The senior management team indicate that at least four of seven members expect to leave or retire in the next five years. There will be a turnover of key staff with valuable knowledge skills and experience that will be hard to reproduce or replace. This risk is being managed through the ongoing development of staff through staff training, and the development of quality assurance arrangements. A summary of the number of risks identified was provided 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

Recommendation for Approval

The Board were asked to Note and Accept the report.

Reviewed and Accepted

Recommendation

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

Reviewed and Noted

5. Operations Committee Report

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

She presented a report from the meeting and highlighted the following:-

Preparations for Awaab's Law

- It was reported that stock condition surveys were largely complete.
- 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
- Repairs staff are undertaking training.
- Ways of reporting issues were being expanded.

Tenant Satisfaction Measures (TSM's)

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

Three areas were indicated as reduced performance in the quarter:

1. Safety in the Neighbourhood (-11%).
2. Complaints handling satisfaction has decreased from 41% to 29% (-12%) and was close to the levels recorded in 2023-24. T
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.

Numbers of participants were too low for the above quarterly results to be statistically valid, having a large potential margin for error.

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

Annual Complaints Report 2024-25

Every year we are required to produce an annual report which sets out performance and improvements required to ensure compliance. The 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.

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 so that it is clear that complaints will not normally be considered under the policy if the issue giving rise to the complaint occurred over 12 (currently 6) months ago.

In the financial year 2024 to 2025 we received 45 complaints. 16 (36%)³ 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.

Gate Signage

The operation Committee discussed revised Gate signage. There were no conclusions made. This will be discussed at a future meeting.

Recommendation for Approval

The Operations Committee made the following recommendations to the Board:

(i) to ACCEPT the report on Awaab's Law and ACCEPT the revised Damp & Mould Policy as a work-in-progress document.

Accepted

(ii) to ACCEPT the TSM report for Quarter 1 2025-26

Accepted

(iii) to APPROVE the Annual Complaints Report 2024-25

Approved

(iv) to feedback suggestions re GATE signage

Noted

(v) to notify staff of any expressions of interest in attending the 2026 NFTMO Conference.

Noted

6. Finance Committee Report

The CEO advised that the Finance Committee was attended by eight Board members and gave an update on the matters discussed.

Draft Reports & Financial Statements 2024-25 - The Head of Governance and Finance advised that 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.

The surplus for the year was £164k and this will be re-invested in the estate.

The importance of Board declarations of interest was noted by the auditor.

An audit management letter is expected imminently and will be circulated as soon as possible. A copy of the final version of the accounts was distributed to all Board members previously and further copies will be available on demand.

Revenue Management Accounts 2025-26 - Management accounts were presented to the Finance Committee. They showed an underspend against budget on responsive and cyclical repairs, which in total amounted to some £80k.

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.

Capital Accounts 2025-26 - The Head of Governance and Finance reported that the Finance Committee were presented with the committed and actual spend figures against budget.

The 2025-26 programme comprises of the following:-

- 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 (£51k) as most of the commitments are in the process of being mobilised.

Staffing Update

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. It is anticipated that this post will be advertised shortly.

A previously retired Caretaker) was recruited on a two month FTC contract as an Estate Caretaker to cover the busy summer months. This will ensure cover for staff leave and absence during this period.

Following advertising for a 9 month FTC Cost of Living Support Officer we have reviewed the priorities for this post. The 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.

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.

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 has been some initial problems with the system with employee annual leave data and access issues.

The LCC IT team are working on the access issues for those individuals affected. It is anticipated that this will be resolved shortly.

Audit tender - Four tenders had been received to date. The Chairs consequently agreed to the re-appointment of Beever and Struthers to the role of external auditor. The Finance Committee endorsed this decision.

Recommendation for Approval

The Board were asked to:

APPROVE the Reports and Financial Statements for the Year Ended 31st March 2025.

Approved

ACCEPT the other Finance Committee reports above.

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.

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.

Ad hoc sub committees will be held should they be required.

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.

Recommendation

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

Approved

Board members were asked to note that the next Board meeting will be held on 16th October at 6.00pm

Noted

Board members were asked to note that the meeting scheduled to be held on 4th September is cancelled.

Noted

Board members were asked to note that there will be no Board meetings in August in 2026 due to problems with the meeting being quorate. The meeting will be held in the third week of July.

Noted

8. Any Other Business

Belle Isle Makeover project

Residents from 16-38 East Grange Road have requested funding towards a “Belle Isle Makeover”. They are a strong community who “love a tidy street and like happy kids”.

Residents have been maintaining a planter that was poorly maintained by Continental and BITMO.

Residents have asked for further support as follows for the following items:-

- 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.

Board members were invited to visit 16-38 East Grange Road to see the site and meet some members of the community.

Recommendation for Approval

The Board were asked to Agree support for the project as an initiative pilot scheme and to Approve the following:-

- 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

Agreed and Approved

Annual General Meeting 2025

Details of the 2025 Annual General Meeting were provided at the meeting.

The CEO reminded Board members that the 2025 AGM will take place on 25th September.

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

The Board members who will be stepping down are:-

- Harry Austin
- Shaf Ghafiri
- John Oddy
- Emma Walkley

In addition to the places of four Board members stepping down (and potentially standing for re-election), there are currently four vacant spaces to be filled in order to bring the full tenant complement to the maximum of twelve.

A performance from the Safina choir will be given and a short film by a local resident, Alan Reynolds will be screened.

Recommendation

Board members were asked to note the AGM details, Accept the report and consider potential external presentations/performances to be given prior to the meeting.

Noted and Accepted

Date of Next Meeting: Thursday 16th October 2025 at 6.00pm

APPENDIX 2

BOARD OFFICER ROLES

BITMO

Board Officer Roles

1. Chair
2. Sub Committee Chair, Vice Chair and Service Leads
3. Secretary
4. Treasurer
5. Member responsible for Complaints

1. Board Officer Role	Chair
Brief Description of role	The Chair is a member and Leader of the Board of management The Chair is elected annually by the full Board at the first Board meeting following the Annual General Meeting (AGM) The Chair helps the organisation establish and achieve its business plan targets, objectives and aims The Chair leads or 'Chairs' TMO Annual General & Board meetings The Chair, in consultation with the Chief Executive, ensures that the Board and sub committees receive appropriate professional advice and support as needed, either from staff or other resources to make decisions The Chair ensures that General Meetings and Board meetings successfully enable TMO and Board members to put across their point of view The Chair ensures that any sub-committee structure carries out its functions On behalf of the Board the Chair delegates Board responsibilities on a day to day basis to the Chief Executive Officer using the Scheme of Delegation Policy The Chair works closely with the Chief Executive and acts as the Chief Executive's Line manager The Chair represents the TMO at any appropriate meetings or events

Experience required	Ability to set a positive example of leadership to other Board members, tenants, staff and partners Leading/Chairing meetings and discussions in a positive manner An ability to manage Board discussions in an assertive but positive fashion in order to hear all opinions but reach a consensus Representing the organisation in discussions and/or meetings with partners Good understanding of setting targets, aims and objectives and ensure that these are reached Good understanding of how a TMO works on a day to day basis and how Council and Social Housing works in terms of finance, lettings, repairs, complaints and staffing Good understanding of the relationship between the TMO and its partners including the Council Good understanding of the legal responsibilities of Board members A strong commitment to the principles of equality and diversity, as well as the Seven Principles of Public Life (often described as the Nolan Principles) of: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership
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2. Board Officer Role	Chair of a Sub Committee, Vice Chair and Service Leads
Brief Description of role	The Vice Chair supports the work on the Chair including deputising for the Chair when required
Experience required	Ability to set a positive example of leadership to other Board members, tenants, staff and partners Leading/Chairing meetings and discussions in a positive manner An ability to manage Board or subcommittee discussions in an assertive but positive fashion in order to hear all opinions but reach a consensus Representing the organisation in discussions and/or meetings with partners An understanding of setting targets, aims and objectives and ensure that these are reached An understanding of how a TMO works on a day to day basis and how Council and Social Housing works in terms of finance, lettings, repairs, complaints and staffing. An understanding of the relationship between the TMO and its partners including the Council An understanding of the legal responsibilities of Board members A strong commitment to the principles of equality and diversity, as well as the Seven Principles of Public Life (often described as the Nolan Principles) of: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership

3. Board Officer Role	Treasurer
Brief Description of role	Ability to set a positive example of leadership to other Board members, tenants, staff and partners The Treasurer, in consultation with the Board, The Chief Executive and Head of Governance and Finance takes a lead on Financial management and direction within the TMO The Treasurer acts as Chair of the Governance and Finance Sub Committee The Treasurer is elected annually by the full Board at the first Board meeting following the Annual General Meeting (AGM) The Chair helps the organisation establish and achieve its financial plan targets, objectives and aims within the business plan The Treasurer manages the TMO's finances in accordance with Financial Standing Orders with the support of the Chief Executive and Head of Governance and Finance. This includes management of; - Annual Budget preparation process - TMO's income (e.g. Management fees and contract payments) - TMO's expenditure (e.g. paying invoices, ensuring staff salary payments, office costs and committee expenses are made, keeping books of account (including cash book & petty cash)) - Payments up to a delegated level set out in Financial Regulations - Relationship with the TMO's bank - Relationship with the TMO's auditors and ensure that auditor recommendations are brought to the attention of the Committee

3. Board Officer Role	Treasurer
Experience required	Ability to set a positive example of leadership to other Board members, tenants, staff and partners Leading/Chairing meetings and discussions in a positive manner An ability to manage subcommittee discussions in an assertive but positive fashion in order to hear all opinions but reach a consensus A good understanding of the financial responsibilities of the TMO An understanding of how the finances of the TMO work on a day to day basis and how this relates to the core activities of the TMO An understanding of setting budgets and financial targets, aims and objectives and how these are monitored in order that they are reached An understanding of the relationship between the TMO and its partners including the Council A strong commitment to the principles of equality and diversity, as well as the Seven Principles of Public Life (often described as the Nolan Principles) of: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership

4.Board Officer Role	Secretary
Brief Description of role	To ensure that notices and agendas of the Annual General Meeting, General Meetings and meetings of the Board are distributed in accordance with the TMO constitution (rules) To ensure that General and Committee meetings are minuted and that minutes are distributed to those entitled to receive them To ensure that BITMO maintains a Register of Members To ensure that audited annual accounts are presented to the TMO's Annual General Meeting To ensure that the TMO complies with its legal requirements To ensure that the TMO's insurances are kept up to date
Experience required	Organisational skills Understanding of the rules of the TMO and processes relating to meetings Understanding of TMO legal and statutory responsibility An understanding of the relationship between the TMO and its partners including the Council A strong commitment to the principles of equality and diversity, as well as the Seven Principles of Public Life (often described as the Nolan Principles) of: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership

4.Board Officer Role	Member Responsible for Complaints
Brief Description of role	To ensure that Board has clear oversight of the volume and type of complaints that BITMO receives, and has a good understanding of the underlying issues that give rise to complaints as well as the actions taken to resolved them. To ensure that BITMO has policies, procedures and service standards in place that provide quality services and minimise tenant complaints.
Experience required	Understanding of the principles of good customer service Understanding BITMO service standards Understanding of TMO legal and statutory responsibilities An understanding of the relationship between the TMO and its partners including the Council A strong commitment to the principles of equality and diversity, as well as the Seven Principles of Public Life (often described as the Nolan Principles) of: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership

APPENDIX 3

CODE OF CONDUCT AND DISCLOSURE



BITMO Code of Conduct General Provisions

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Background

This Code of Conduct was adopted by agreement of the BITMO Board on 20.8.25 and applies to every member of the Board and its subcommittees. The term “member” also includes co-opted Board Members. The purpose of the code is to emphasise the importance of tenant and other board member involvement in the running of the organisation.

A Member must observe the Code of Conduct whenever they:

- Conduct the business of BITMO
- Conduct the business of the office to which they are elected or appointed
- Acts as a representative of BITMO.

General obligations

Introduction

Being a board member is a very responsible position. BITMO is responsible for large sums of public money and valuable assets and the housing and support of large numbers of people. Therefore, it is important that the Board and its committees gives customers, shareholders, partners, and regulators confidence that they are working in the best interests of tenants at all times.

Five Key Functions of the Board

1. Acting as the guardian of the organisation

- Define and ensure compliance with the values and objectives of the organisation
- Appoint (and, if necessary, dismiss) the chief executive
- Satisfy itself that the organisation’s affairs are conducted lawfully and in accordance with generally accepted standards of performance and propriety

2. Making decisions about policy and strategy

- Establish policies and plans to achieve the organisation’s objectives
- Agree policies and make decisions on all matters that might create significant financial or other risk to the Organisation, or which raise material issues of principle

3. Accountability

- The proper use of the TMOs human and financial resources
- Following proper procedures
- The quality of the work carried out by the TMO

4. Monitoring, supervision and control

- Approve each year's budget and accounts prior to publication
- Establish and oversee a framework of delegation and systems of control
- Monitor the organisation's performance in relation to its plans, budgets, controls and decisions

5. Acting as a bridge between the organisation and the outside world

- Link to external environment
- Act as the organisations representative
- Use knowledge and experience to inform the work of the Board

Standards

Board Members are expected to give the highest possible standard of service to the public and to act with impartiality.

The Nolan Committee established seven principles of public life in 1995. The principles were devised to guide boards of governance, directors, and senior management. They are an important set of statements which set the tone of behaviour for this code:

Selflessness

Board Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

Integrity

Board Members must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Board Members must act and take decisions impartially fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Board Members are accountable to the public for their actions, their decisions, and the way they carry out their responsibilities and should cooperate fully and honestly with any scrutiny appropriate to their role.

Openness

Board Members should be as open as possible about their actions and those of [the TMO] and should be prepared to give reasons for those actions.

Honesty

Board Members should be truthful

Leadership

Board Members should actively promote and robustly support the TMO and challenge poor behaviour wherever it occurs.

Equality and diversity

Board Members must actively promote fairness, equality, diversity, and community cohesion through their day-to-day activities on behalf of [the TMO], their own behaviour and the work of the Board.

Board Members must ensure they comply with the law, by not discriminating unlawfully against any person that they comply with and promote [the TMO's] Equality and Diversity policies.

Board Members must treat others with respect and dignity

Bullying and intimidation

Board Members must not bully any person including other Board Members, staff, or Board Members of the public.

Bullying may be characterised as offensive intimidating malicious insulting or humiliating behaviour. Such behaviour may happen once or be part of a pattern of behaviour directed at a weaker person or person over whom Board Members have some actual or perceived influence. Bullying behaviour attempts to undermine an individual or a group of individuals, is detrimental to their confidence and capability and may adversely affect their health.

This can be contrasted with the legitimate challenge which Board Members can make in challenging policy or scrutinising performance.

It is important that Board Members raise issues about poor performance in the correct way and in the proper forum. However, if Board Members criticism is a personal attack or of offensive nature Board Members are likely to cross the line of what is acceptable.

Board Members must not intimidate or attempt to intimidate any person who is or is likely to be a complainant, a witness or involved in the administration of any investigation or proceedings relating to a failure to comply with the Code of Conduct.

Impartiality

Board Members should be impartial in all that they do, and should not offer or accept any incentive or reward for acting in a particular way or reaching a particular decision.

Disclosure of information

A member must not disclose confidential information except in the following circumstances:

- Consent is given by a person authorised to give it.
- You are required to do so by law.

The disclosure is made to a third party for the purposes of obtaining professional advice (e.g., your lawyer or other professional advisor) provided that person agrees not to disclose the information to any other person.

The disclosure is in the public interest. This is only justified in limited circumstances when all of the following four requirements are met:

The disclosure must be reasonable – is it believed that the information disclosed is substantially true? Is the disclosure made for personal gain? To whom is the disclosure made, what is the extent of information disclosed? What is the seriousness of the matter, and what is the timing and implications of the disclosure?

The disclosure must be in the public interest - in order to satisfy this test, it should be demonstrable that:

- A criminal offence is committed
- An officer or some other person fails to comply with any legal obligation to which they are subject
- A miscarriage of justice occurs
- The health and safety of an individual is in danger
- The environment is likely to be damaged
- The information showing any of the above is deliberately concealed

The disclosure must be made in good faith i.e., there must be no ulterior motive for example to achieve an advantage or to settle a score

The disclosure must be made in compliance with any reasonable requirements of [the TMO] i.e., before making the disclosure the member has sought to refer the matter within the whistleblowing policy to the appropriate person.

Engagement with Media

Board Members are encouraged to participate in social media to promote the reputation and interests of the TMO.

Disrepute and conduct of Board Members

Board Members represent the organisation and the community it serves. As a member actions and behaviour are subject to a greater level of scrutiny than that of ordinary members of the public. Any actions in both public and private life might have an adverse impact on [the TMO]. If this occurs a meeting of the Standards Panel will determine the action to be taken to protect the reputation of the TMO.

There is a general expectation that Board Members will dress appropriately for company business and will not be under the influence of alcohol or illegal drugs to the extent that their behaviour would be affected while conducting company business. This includes attendance at conferences, away days and training events.

If a member becomes concerned about the conduct of another member in a Board Committee or other meeting, the member may raise the issues with other Board Members and the Chair who may request the offending member to leave the meeting or refer the matter to the main Board for further investigation.

Using your position improperly

Board Members must not use or attempt to use their position improperly to the advantage or disadvantage of themselves or anyone else.

Use of TMO resources

When using or authorising the use by others, of BITMO's resources a member must act in accordance with the organisation's requirements. They must not be used for political purposes.

Attendance at Board meetings, training sessions and events

Board Members are required to attend meetings and will try to attend all Board meetings and sub committee meetings. Absence from three Board meetings in a 12-month period means the member will be removed from the Board by the Chair.

Attendance at Strategy events and Appraisals are critical to the ability of Board members to contribute effectively to the governance of the organisation. Failure to attend these will lead to the Board member being removed from the Board by the Chair.

Board Members are expected to attend training sessions, training courses and to represent BITMO at its Shareholder and Community Engagement events.

Recruitment and Employment Matters

The law and the TMOs employment policies and procedures set out the rules for recruitment and selection, discipline, and dismissal, and responding to staff grievances. Board Members must ensure that they observe these scrupulously in their role on recruitment and selection panels and appeals panels dealing with other employment matters.

In recruiting and selecting employees, the only question Board Members should consider is which candidate would best serve the whole organisation. Board Members should not let personal preferences influence their judgement. Board Members must not canvas the support of colleagues for any candidate and must resist any attempt by others to canvas their support.

Interests

The role of a board member is to act in the interests of the organisation in meeting the needs of tenants in Belle Isle.

Personal and prejudicial interests should be declared at meetings:

Personal interests

A member must regard themselves as having a personal interest in any matter which must be declared, in the points listed below, or if a decision on it may reasonably be regarded as affecting other tenants or residents of the organisation, or the wellbeing or financial position of yourself, a relative or a friend:

- Any employment or business carried on by any such person
- Any person who employs or has appointed any such person, any firm in which they are a partner or any company of which they are directors
- Any corporate body in which any such person has a beneficial interest

Example: If you were on a Board, Working Group or Committee who were looking at tenders to provide a gas contract, you could have a personal interest if a relative worked for one of the companies that submitted a tender. This would need to be disclosed as a personal interest.

For this purpose, “relative” includes a spouse, partner, parent, parent-in-law, son, daughter, stepson, stepdaughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece or the spouse or partner of any of the preceding persons.

Disclosure of personal interests

A member with a personal interest in any items on the agenda, must declare the interest and the nature of the interest under item 2 of the agenda. If a member has not declared an interest and it is realised during a discussion that there is an interest, this must be declared as soon as possible.

The member must ensure that the minutes of any meeting, where they have disclosed a personal interest in a matter under consideration, record that declaration.

Interests and objectivity

In the interests of maintaining member objectivity, a member must not be employed by the TMO or Local Authority owner of the housing stock in a role that is either managerial or concerned with housing. A member cannot be in receipt of payment for work carried out on behalf of the TMO as a consultant or sub-contractor.

If a conflict of interest exists or arises, Board Members must not be involved in managing or monitoring that contract in which they have an interest. They must work to resolve the conflict as soon as they become aware of it.

Whilst you are a member you are not permitted to work for, whether in a paid capacity or voluntary basis, any contractor or subcontractor that supplies goods and or services to the TMO.

Board Members are not permitted to solicit, tender for or accept any contracts or subcontracts for goods and/or services that are offered by the TMO or its contractors or agents.

Registration of Gifts and Hospitality

Board Members are not permitted to receive any gifts or hospitality over the value of £25. All gifts or hospitality offered must be notified to the Company Secretary within 28 days of the offer. They will be registered by the Company Secretary. The register will be open for public inspection.

Relationships

Relationships with Employees

Mutual respect between Board Members and employees is essential to good working relationships and organisational effectiveness. Personal relationships should not be allowed to adversely affect the conduct of the TMO’s business.

Relationships with residents

Board Members must not allow any personal relationships with a resident to conflict with their role on the board, or the best interests of the resident in question, by bringing undue pressure to bear on matters concerning their rights as a resident. Board Members must not allow themselves to be compromised by or take advantage of their relationship with residents.

Whistleblowing and breaches of the code of conduct

The organisation is committed to the highest possible standards of openness probity and accountability. In line with this commitment, it is expected Board Members, employees and others that the organisation deal with, who have serious concerns about an apparent failure by a member to

follow this code of conduct will come forward and raise those concerns. This can be done without fear of victimisation, subsequent discrimination, or disadvantage.

Referral

Any complaint or allegation of a breach of the Code of Conduct, which alleges to involve a failure by any member to observe this code of conduct, should be made in writing to the Board Chair or Chief Executive as soon as is practicable.

Initial response

The Board Chair and Chief Executive will consult to determine whether the alleged breach warrants further investigation. If the alleged breach is considered to be potentially serious the Chair will initiate an investigation and suspend the Member from their role pending investigation into the allegations.

Written Notice

The Board Chair or Chief Executive should write to the Member outlining the nature of the allegations and advise the Member that an investigation will be carried out. If the member is suspended the Member will be advised of their suspension which is a neutral act implying neither guilt nor innocence and that the decision to suspend will be reviewed upon completion of the investigation.

Standards panel

The Chair of the Board, in consultation with the Board will appoint a panel. The Chief Executive, and Head of Governance member will carry out the investigation and it will be reported by the Chief Executive to the Standards panel.

Outcome

The panel will consider the report of the Chief Executive and will recommend the appropriate action to be taken by the Board.

A member found to have been guilty of a breach of the code of conduct will be entitled to appeal against the decision within 14 days of the notification from the Board or Chief Executive. The Appeal would then be considered by the Board Members of the Board not on the original panel. The Vice Chair would be part of this panel.

Reporting Mechanisms

A summary of all allegations and concerns raised will be made in writing to the Board annually.

Anonymous allegations

This policy is intended to encourage Board Members to put a name to allegations. Although concerns raised anonymously are much less impactful, they will be considered, taking into account:

- The seriousness of the issues raised
- The credibility of the concern
- The likelihood of confirming the allegation from other, attributable sources

Principles of Board Member and Employee roles

The roles of Board Members and Employees are distinct. Board Members are not employees and are responsible to the Board, the Chair, and the Shareholders.

Employees are employed by Belle Isle TMO and deal with operational matters and advise the Board on strategic issues. The different accountabilities of the two need to be understood and respected.

Roles of CEO Senior Managers and staff

All staff are responsible for day-to-day decisions and operational matters. The CEO, Head of Governance and Finance, and Head of Repairs Investment and Asset Management have additional responsibilities to ensure that company business is conducted fairly, and with propriety. Staff are accountable to the Management team. Board Members do not have a managerial role.

Board Members can expect staff to demonstrate:

- A commitment to the TMO as a whole and to all Board Members regardless of any political group or constituent group
- A willingness to work in partnership
- An understanding of and support for respective roles, workloads, and pressures
- Timely responses to enquiries and complaints
- Professional, objective, evidence-based advice
- Regular up to date information on matters that can reasonably be considered appropriate and relevant to their needs
- Awareness of and sensitivity to the differing backgrounds of Board Members
- Respect, dignity, and courtesy
- Training and development in order to carry out their role effectively
- Appropriate confidentiality
- Not to have personal issues raised with them by employees outside agreed procedures
- That employees will not use their relationship with Board Members to advance personal interests or to influence decisions improperly
- That employees will, at all times, comply with the relevant code of conduct

All staff including the CEO and Senior Managers can expect from Board Members:

- A willingness to work in partnership
- An understanding of and support for respective roles, workloads and pressures
- Leadership and direction
- Respect dignity and courtesy
- Integrity, support, and appropriate confidentiality
- Not to be subject to bullying, intimidation, or undue pressure
- Not to be subjected to unwarranted criticism, particularly in situations where the employee cannot respond on equal terms, such as in meetings
- That Board Members will not use their position or relationship with employees to advance their personal interests or those of others to influence decisions improperly

That Board Members will at all times comply with the relevant code of conduct.

Access to documents

In addition to the rights that everybody has under access to information and freedom of information provisions, Board Members also have a right to inspect documents held within the TMO, where this is reasonably necessary for the conduct of their role

In cases of dispute the Company Secretary will determine the eligibility of Board Members to access documents.

Information should never be disclosed to the media or to the public by Board Members or Employees without the express authorisation of the Company Secretary.

Correspondence between Board Members and Employees

Correspondence between Board Members and Employees should normally be kept on a confidential basis. However, if it is considered necessary by the Company Secretary to disclose the contents of the communication to other parties, then the Board Member and employee concerned will be informed in advance that this will happen and the reasons for it.

Access to office premises

Board Members are not allowed free access to the offices. If Board Members wish to meet with an employee, they should always contact the person concerned beforehand to arrange an agreed time and date to meet.

Use of Computers and the internet

A laptop, phone and printer may be provided to Board Members to help them to do their work. These are permanently owned by the TMO and are provided on loan. They should only be used for business purposes.

SIGNED:

NAME:

DATE:

BITMO Values

As an employer and service provider the BITMO Board has adopted core values that underpin the way it approaches achieving its vision. These values are;

- i. **Highest standards of governance, accountability, leadership and probity.**
In every aspect of our work we run our Tenant Management Organisation in an ethical way, and that means we are accountable, open, inclusive and effective.
- ii. **Competence**
We aim to do things to the best of our ability, and in doing that, we will provide our staff with quality training and development opportunities, whilst recognising and valuing the skills, knowledge and experience our staff have.
- iii. **Team Work**
We will work together sharing our skills, knowledge and experience, developing and nurturing each other in a supportive and inclusive environment, caring for one another and encouraging trust and mutual respect.
- iv. **Quality**
We will provide the highest quality of service, aiming to do things right the first time, every time, undertaking regular monitoring against agreed targets, to provide a consistently improving service.
- v. **Respect, integrity, fairness and trust**
At all times we will be open and honest with each other, treating people fairly, respecting our differences and challenging inappropriate behaviour through our agreed policies and procedures.
- vi. **Communication**
We will ensure that all communication is clear, accurate and appropriate. We will actively listen to and value each other's points of view and provide an environment where people are happy to share ideas and information in a variety of ways i.e. team meetings, newsletters etc.

Your commitment to the Code of Conduct

I am signing this document because I am committed to upholding this Code of Conduct and Values of Belle Isle Tenant management Organisation, I understand that the Board of Belle Isle TMO may take action through its Standards Panel should I not abide by this code of conduct.

Signed_____

Print Name_____

Date_____



BELLE ISLE TENANT MANAGEMENT ORGANISATION

DISCLOSURE OF INTERESTS FORM

NAME: _____ **DATE:** _____

Please note:

An individual is prohibited from being both a Board Member of Belle Isle Tenant Management Organisation and in a management position of a commercial organisation providing services to the organisation (or having a close family member in such a position). Any other activity of an individual or a close family member which could potentially lead to a conflict of interest in carrying out BITMO Board duties should also be disclosed.

Positions of Public Responsibility

Membership of any other Voluntary, Community or Statutory body

Any business interests which could conflict with your position as a Board Member

Any other interest/position/relationship or close friendship which could potentially conflict with your duties as a member of Belle Isle Tenant Management Organisation

Signature: _____

Date: _____



CONSENT FOR THE USE OF PHOTOGRAPHIC IMAGES FOR PUBLICITY PURPOSES

We may occasionally take photographs of BITMO Board Members for publicity purposes.

These images may be used on our website, Facebook, newsletters and other promotional activities.

We need your permission before we can photograph you and we therefore request that you answer questions below, then sign and date the form.

	YES	NO
Are you happy for BITMO to use your photograph in publicity material?		
May we use your image on the BITMO website?		
May we use your image for other promotional activities?		

NAME.....
(IN BLOCK CAPITALS PLEASE)

SIGNED.....

DATE.....

