



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION**

BOARD MEETING

AGENDA AND PAPERS

Thursday 4th December 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 must declare any changes to their Declaration of Interests or any potential conflicts with items on the agenda.

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 4th December 2025
at BITMOs GATE at 6.00pm

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) Bitesize training: Board members as community leaders

Meeting items:

1. Minutes and Matters Arising from the Board meeting held 16th October 2025 (page 7 & Appendix 1, page 78)
2. Operational Report (page 9)
3. Consumer Standards Self-Assessment (page 17)
4. Planned Capital Programme 2026-27 (page 24)
5. Scrutiny Proposal re: Allocations, Lettings and Void management (page 29)
6. Annual Health & Safety Report (page 35)
7. Local Lettings Policies (page 46)
8. Fire Safety Policy (page 52)
9. Monitoring updates (page 55)
 - Complaints (page 56)
 - Safeguarding updates (page 58)
10. Operations Committee Report (page 61)
11. Finance Committee Report (page 66)
12. Board Forward Plan – meeting details (page 73)
13. Any other business (page 77)

Part B – Confidential Items (Part B papers)

BITMO Board meeting 4th December 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: Board members as community champions.	Board members are ambassadors for the organisation.	Board members should feel confident in their role representing the community.	Undertake the training and apply when needed.
Operating reports	Operational update.	Provide insight into the quality of service we provide.	Continue to improve Board control and impact of decision making.	Discuss and advise
Consumer Standards Self-Assessment	Conforming with the Standards of the Regulator of Social Housing (RSH).	The Consumer Standards form the service basis for social housing provision in the UK.	The Self-Assessment will be reported to Leeds City Council and onwards to the RSH	Review and agree the Self-Assessment with any required amends.
Planned Capital Programme	Estate Investment programme going forward.	BITMO is charged with providing decent homes to tenants in a sustainable manner.	Adapt the various programmes of investment in roofs, bathrooms, boilers etc.	Review and adopt the draft programme.
Scrutiny exercise re Allocations, Lettings and Void management	Scrutiny Exercise with tenants	Tenant engagement is crucial to business performance	A scrutiny exercise to be carried out by the Operations committee with involvement of tenants.	Agree the process for the scrutiny exercise.

Annual Health & Safety Review	Annual review	Health and safety is paramount in all activities.	Maintain standards.	Accept the report and sign off the declaration.
Policy reviews	(i) Local Lettings Policies (ii) Fire Safety Policy	(i) Local lettings policies are aimed at residents with particular needs (ii) Fire Safety Policy is crucial to safe business operations.	(i) Refine to the needs of tenants (ii) Adopt safe practices.	Review, discuss, refine and adopt.
Complaints and Safeguarding	Periodic updates.	Complaints handling is a focus of the Housing Ombudsman. Safeguarding is crucial for the person-centred business.	Enhance tenant satisfaction measures results. Enhance safeguarding actions for vulnerable persons.	Review, discuss and accept the reports.
Operations Committee	Review of the latest meeting of the Committee on 30 th Oct.	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 20 th Nov.	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 16th October 2025 (Appendix 1)**. The table below details updates on items not dealt with elsewhere on the agenda.

Full Board 16th October 2025

Item	Update
Belle Isle Circus access	Petition for pedestrian access has 518 signatures – 135 online and 383 on paper forms. https://www.change.org/p/safe-pedestrian-access-to-belle-isle-circus . We hope that a Councillor may attend the meeting to receive the petition.
Potential conflicts of interest	Further guidance will be issued on the declaration of any potential conflicts and any decisions made by the Board as to how such issues should be handled. Options include (i) requesting that members step outside a meeting for the item in its entirety; (ii) to take part in initial discussions and then withdraw; (iii) to take part in discussions but not to take part in voting; or (iv) to take part and to vote, if a potential conflict is not recognised.
Staff Awayday	December 5 th at the Royal Armouries, Leeds 10am-4pm. Office to be closed for the day and tenants made aware.
Tree Nursery	Preliminary planning consent applied for re change of use. Subsequent discussions have led to the conclusion that consent is not needed. Draft lease received 27.11.25.
Lift Off charity	Bank manager chasing account set up team at NatWest, with apologies for the long delay.
Broom Crescent Ginnel	Query about it being blocked for emergency services. Case being investigated.

Recommendation:

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

Notes:

2. Operations Report

BITMO

Board of Management Report



Meeting Date: 4th December 2025

Report Title: Chief Executives Report

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

The report provides an overview of activity and plans in place that are not addressed elsewhere on the agenda.

Recommendations:

Board is requested to DISCUSS and NOTE the report.

Equality Diversity and Inclusion

No specific EDI issues identified.

Regulatory Framework:

The Safety and Quality Standard		The Tenancy Standard	<input checked="" type="checkbox"/>
The Neighbourhood and Community Standard	<input checked="" type="checkbox"/>	Transparency Influence and accountability standard	<input checked="" type="checkbox"/>
The Tenant Satisfaction Measures Standard			

The tenancy standard sets the requirement for how properties are allocated and how tenancies are managed. The work being done on the lettable standard and the tenancy support offer are relevant.

The transparency influence and accountability standard requires that housing providers have clear polices and standards for the services they provide and that tenants are consulted and able to hold the provider to account for the way in which services are delivered. The MMA sets the framework for which services are provided and how.

The neighbourhood and community standard requires providers to work co-operatively with tenants, and to promote social environmental and economic wellbeing and to deter and tackle ASB, hate incidents domestic abuse. The plans around improving the external environment and the facilities within the GATE are designed to promote social and environmental well-being.

Introduction

The purpose of the report is to provide an overview of activity and performance within the organisation that is not captured elsewhere on the agenda.

People

We have previously reported to finance committee that we are currently recruiting to a full time caretaker post, and two job share posts in the Community Development Team and the Income Team.

We currently have three members of staff who are completing Level 3 Chartered Institute of Housing Qualifications, funded by BITMO or through an Apprentice route, and one member of staff who is completing a construction based qualification. It is gratifying to be able to report to Board that 10% of staff are engaged in structured education and development supported by the organisation. This is a significant change from previous years.

The review of the repairs service, and the implementation of a new fire safety policy referred to elsewhere on the agenda have highlighted some short term staffing requirements which we are seeking to address through the employment of temporary agency staff.

- 1] Damp and mould surveyor
- 2] Safety Manager

The first is to supplement existing resource during winter months when the demand are at their peak. The second is to support the Head of Repairs and maintenance while the Repairs Review is in process. There are a number of actions that require attention following fire safety risk assessments and the implementation of the new fire safety policy, and there is not capacity in the team to do this work at present. Budget is available for these temporary positions.

We have our colleague away day on 5th December at The Royal Armouries in Leeds. This year the focus of the day is an understanding of the MMA, a discussion of our values, and how we live those values in work day to day to strengthen the organisation, improve what we do, and increase tenant satisfaction.

Currently the BITMO values are :

1. High Standards of governance, accountability, leadership and probity
2. Working together sharing our skills knowledge and experience, developing and nurturing each other in supportive and inclusive environment, caring for one another and encouraging trust and mutual respect
3. Doing things to the best of our ability and providing 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
4. Ensuring an atmosphere of respect integrity fairness and trust at all times
5. Developing good communication that 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

We are proposing a review of the values and the inclusion of two new ones: (i) Tenant Leadership and (ii) Community Centred.

The reason for this is to refresh and embed the difference between tenant management and local authority management, and to emphasise our role within the community.

Plans

We are currently doing some work on creating our Tenancy Support Offer and improving the lettable standard .The Tenancy Support Offer will provide clarity to tenants and colleagues alike around the type of support we offer in what circumstances. It will clarify which partners we work with, and how the interface between support and enforcement is managed. A draft of the tenancy support offer will be presented to the January Board for consideration and approval.

We operate the same lettable standard at Leeds. We believe there is scope to increase the standard to better meet the needs of people when they are moving house. We have had an initial meeting internally and will meet with members of the scrutiny panel to discuss the lettable standard. Some of the issues discussed to date have centred around kitchens and

bathrooms, and the standard of finish provided on floors and tiling, the cleaning standard, and the provision of floor coverings.

The MMA working group has met once to discuss the options within the MMA framework. When the MMA was established in 2004, the options around the levels of freedom the TMO might have were not fully explored. It is important the Board members know what is possible in order to make informed choices about the ways in which it manages the estate. For example, the MMA provides for the option to have bespoke clauses in the tenancy agreement, to receive the rental income for the stock that is managed, and to enter into contracts in its own right in respect of repairs and maintenance. Currently these options among others are not exercised.

A further meeting of the MMA working group will be held on 10th December.

The GATE

We are exploring costs around the office accommodation and the space outside the building. The Operations committee recently discussed improving the space outside the office to create a more functional and welcoming space for young people to gather and discussed the possibility of creating gathering spaces in different locations around the estate.

We need to invest in the facilities in the GATE, particularly in relation to the IT “nook”, the floor covering, and a further flexible partition to enable better use of the space. These costs will be added to the spending plans identified at the Board away day with a view to being commissioned within the financial year.

Belle Isle Circus

This report updates Board Members on progress on Belle Isle Circus since the last report in March 2025.

The petition for safe pedestrian access to the Circus now has 135 online signatures and 383 signatures on the paper version. This is a total of 518.

(i) Circular Path and Balance Beam

Leeds will cut back the branches that overhang the circular fence during this winter. As the grass begins to grow, they will cut it short and maintain a circular path around the inside of the fence. The circumference is 400 metres. This was requested by the Retirement Life tenants who use 26 Belle Isle Circus.

Mears Foundation paid for the installation of a three-part balance beam alongside the central path. We had a clear agreement with the Council for the location of the balance beam, but unfortunately, the Council's contractors put it in the wrong place. Middleton Park councillors have agreed to fund a second balance beam, and we will aim to have it installed in the agreed location.



(ii) New Bench

BITMO has ordered an S-shaped bench, as discussed at the March 2025 Board, which will be installed so there is a good view towards down. It will also block cyclists from making a direct line across the grass to the Northern gate, which churns up the mud every winter.



(iii) Concert on the Circus

There was a successful concert by a 5-piece brass band provided by Opera North on the Circus in July. There were two performances attended by a total of 120 Windmill School pupils and about 40 residents. We are talking to Opera North and Lofthouse Brass Band about one or more performance on the Circus next summer.

Priorities

Management Fee discussions have continued and we are advised that LCC are seeking to reduce the management fee by C £60k in real terms. Our position remains as it was last year, that BITMO is unable to benefit from the economies of scale that LCC has and that reasonable corporate costs such as finance, HR, audit and IT should be met in full.

Procurement

We have awarded the contract for planter refurbishment and maintenance to TCV at a cost of £50k per year for two years. Further details are provided in the finance committee papers.

Conclusion

The report has presented an overview of activity and emerging issues since the last Board meeting in October.

Recommendation:

Board is asked to ACCEPT the report and APPROVE:

- (i) the new values outlines above
- (ii) the position regarding the MMA discussions

Notes:

3. Consumer Standards Self-Assessment

BITMO

Board of Management Report

Meeting Date: 4th December 2025

Report Title: Consumer Standards Compliance Self-Assessment

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

The report presents the latest self-assessment against three of the four consumer standards. It has been reviewed by LCC and they have provided comments. Work is continuing to strengthen compliance with the standards. The main focus over the next weeks is on amendments to the website to include links where appropriate to the LCC website, and to ensure on line customer information mirrors leaflets. LCC have begun testing that the self-assessment we have carried out is evidence based, and no concerns have been raised to date. This work is continuing. The detailed self-assessments as reviewed by LCC are provided as an appendix to this report for detailed consideration.

The Regulator has made LCC aware that they will be inspected in January 2026. BITMO's role is to strengthen its compliance and be in a position to provide robust evidence of this at the time of the inspection.

Recommendations:

Board is requested to:

1 Discuss and NOTE the report.

Equality Diversity and Inclusion

The ability to evidence EDI is a weakness throughout the self-assessment.

Regulatory Framework:

The Safety and Quality Standard		The Tenancy Standard	<input checked="" type="checkbox"/>
The Neighbourhood and Community Standard	<input checked="" type="checkbox"/>	Transparency Influence and accountability standard	<input checked="" type="checkbox"/>
The Tenant Satisfaction Measures Standard			<input checked="" type="checkbox"/>

Introduction

The purpose of the report is to provide the Board with an appreciation of BITMO's position and arrangements in relation to the new regulatory framework, and the improvements we are planning to those arrangements and service delivery over the coming months.

The information below is intended to help the BITMO Board, LCC and all stakeholders to understand BITMO's current degree of compliance with three of the four Consumer Standards.

Background**Transparency influence and accountability**

This standard requires housing providers to involve and empower tenants in decision making processes that affect them. It includes requirements such as providing clear and accessible information. It incorporates the importance of equality diversity and inclusion. Providers need to be able to evidence clearly concrete examples of how tenants influence decisions and hold the provider to account, and how services are delivered with regard to protected characteristics.

The standard requires providers to develop a culture of openness in which it is easy for tenants to access information, understand the quality of service that is to be provided and challenge when it falls short. The Tenant Satisfaction measures support this standard.

The main areas of non-compliance are in relation to evidencing fairness and respect through data which shows that services are accessible and that outcomes are consistent across the characteristics of diversity.

<p>Strengths</p> <p>Range of opportunities for engagement</p> <p>Feedback to tenants on the difference their engagement makes</p> <p>Supporting tenant led activities</p> <p>Building tenant control is a strategic priority</p> <p>We can evidence efforts to capture tenant priorities and act upon them</p> <p>Customer service information.</p>	<p>Weaknesses</p> <p>Disaggregation of transactional data and analysis by demography or protected characteristics</p> <p>Analysis of accessibility of services e.g inbound call failure rates are not currently available but this is being addressed for the future</p> <p>Evidencing provision of support that meets the diverse needs of tenants.</p>
<p>Improvement Plan</p> <p>LCC state that data is available in relation to EDI and service delivery, but it has not been made available to date.</p>	
<p>TSM data for the year to 30.7.25 indicates that 65% of tenants feel that BITMO listens to them and acts on what they say. This is an increase of 2% on year end performance and is 10% higher than LCC. 83% feel they are kept informed about the things that matter to them, which is an increase of 5% on year end and is 12% higher than LCC. 84% feel they are treated fairly and with respect, which is a 5% increase</p>	

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Strengths	Weaknesses
Range of opportunities for engagement Feedback to tenants on the difference their engagement makes Supporting tenant led activities Building tenant control is a strategic priority We can evidence efforts to capture tenant priorities and act upon them Customer service information.	Disaggregation of transactional data and analysis by demography or protected characteristics Analysis of accessibility of services e.g. inbound call failure rates are not currently available but this is being addressed for the future Evidencing provision of support that meets the diverse needs of tenants.

Improvement Plan

LCC state that data is available in relation to EDI and service delivery, but it has not been made available to date.

TSM data for the year to 30.7.25 indicates that 65% of tenants feel that BITMO listens to them and acts on what they say. This is an increase of 2% on year end performance and is 10% higher than LCC. 83% feel they are kept informed about the things that matter to them, which is an increase of

5% on year end and is 12% higher than LCC. 84% feel they are treated fairly and with respect, which is a 5% increase on year end and 12% higher than LCC. 73% feel that BITMO is easy to deal with. This is a reduction of 4% on year end. It is 3% higher than LCC.

We will promote our work in tenant engagement and the benefits of tenant leadership. Our review of the repairs service and a review of BITMO values and how that will drive our focus in the coming months and years is key to this.

(iii) Neighbourhood and community standard

This standard requires housing providers to promote and support thriving neighbourhoods and communities. It includes the requirement to work with other agencies to improve the local environment, support community initiatives, and address anti-social behaviour and other issues that affect quality of life in local areas. It is necessary to evidence the impact of its work in this area thorough quantitative and qualitative measures which capture data on ASB, crime, actions taken and tenant satisfaction with its impact.

Areas indicated by the TSMs as requiring improvement relate to the management of ASB and hate incidents. We are working closely with the council to increase prompt and appropriate action using the full range of tools available to support tenants experiencing ASB. We are unable to report on engagement with the ASB service in terms of diversity.

Strengths	Weaknesses
Work with 3 rd party agencies such as Health for All, local Registered Social Landlords, GroundWork and Fruit Works Cooperative to improve shared spaces. Local relationships with Police Engagement in MARAC (multi-agency risk assessment conference) and tasking group. Funds are in place to support tenant led neighbourhood improvements and these are being accessed e.g. further Circus improvements, planter procurement, ASB action days, training provided to staff on ASB tools and case management. Customer information. QA of ASB showed opportunities to strengthen case management and a focus on timeliness of response.	Low levels of reporting of ASB. Absence of "success stories" to build confidence in the community.
Improvement Plan Continue working with LASBT to drive timely resolution of issues and promote successes via website and social media.	

TSM data 2024-25 indicates 78% are satisfied with the services provided overall. This is an increase of 3% on year end performance and 8% higher than Leeds. 69% feel that BITMO makes a good contribution to the neighbourhood. This is a reduction of 2% and is 7% higher than Leeds.

61% are satisfied with the approach to ASB. This is a 10% increase on year end and is 8% higher than Leeds.

As a tenant led organisation we need to redouble our focus on tenant satisfaction as a key driver of our activity.

(iv) Tenancy

This standard requires providers to offer tenancies that are fair, transparent, and flexible (where it is policy to do so), to provide clear information on tenancy terms and conditions, let homes in a fair and transparent way considering housing needs, demonstrating that we make the best use of available housing, are compatible with the purpose of the housing, and contribute to the local authorities strategic housing function and sustainable communities. Providers must provide a clear application and appeals process and facilitate transfer and exchange by way of internet enabled systems. It relates to tenancy sustainment, evictions, and tenancy fraud.

There has recently been a review of local lettings policies carried out by LCC which has led to the removal of a number of policies. BITMO needs to determine its own approach to local lettings policies, and there is a paper elsewhere on the agenda about this.

Strengths	Weaknesses
Tenancy support team, community fund, Financial inclusion work, tenancy fraud work Customer information on MX and succession.	Lack of targeted approach to tackle under occupation, no clear published information on tenancy management Inadequate system reporting to evidence equality and diversity in tenancy management
Improvement plan Produce tenancy leaflets giving information about Tenancy Support, Financial Inclusion.	

There has been little progress in relation to this standard in the months since the last self-assessment. Work needs to speed up to strengthen compliance.

TSM data 2023-24 indicates that 75% are generally satisfied with the way BITMO manages the services they use.

3. Tenant Satisfaction Measures

There are 22 tenants' satisfaction measures covering 5 themes.

The five themes are:

- 1] keeping properties in good repair,
- 2] maintaining building safety
- 3] respectful and helpful engagement

- 4] effective handling of complaints and
- 5] responsible neighbourhood management

These measures are designed to assess how well social housing providers are meeting the needs and expectations of their tenants and to drive improvements in the quality of social housing services. The BITMO Board has set a target to achieve over 70% satisfaction in all areas, which is challenging but usefully focuses action for improvement over time. The areas where we currently do not achieve this target are: Satisfaction that we listen and act on people's view (6%), satisfaction with complaint handling (42%), satisfaction that we make a positive contribution to the neighbourhood (69%), satisfaction with handling ASB (61%).

Work will continue to increase satisfaction in these areas through the quality of work that we do, the customer information that we provide, and the way we communicate with tenants about these areas.

Conclusion

Self-assessment against the consumer standards indicates an organisation that is preparing to be fully compliant with the requirements of the regulatory framework, that is performing well against key metrics, and is developing clearly defined improvement plans to strengthen its arrangements and service outcomes. There is work to do to increase tenant satisfaction and we are using the colleague away day in December to focus on our values as a tenant led, community based organisation and what this means for us in driving up satisfaction and engagement.

An improvement plan will be brought to the Board that focuses on these things and the review of the repairs service which we believe is key to satisfaction overall.

Recommendation:

Board is asked to NOTE and ACCEPT the report.

Notes:

4. Planned Capital Programme 2026-27

BITMO

Board of Management Report



Meeting Date: 4th December 2025

Report Title: Planned Investment 2026/27

Author(s): Curtis Jenner

For Information/ Decision/ Discussion

Executive Summary:

The report provides a draft of the planned maintenance programme for the financial year 2026/27. The work required exceeds the in-year budget available and Board are asked to agree what level of reserves is drawn down to supplement the budget.

Recommendations:

Board is requested to DISCUSS and NOTE the report.

Equality Diversity and Inclusion

The planned programme takes into account the abilities of tenants, when works are agreed in accordance with the Adaptations Policy.

Regulatory Framework:

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

The safety and quality standard establishes the requirement that providers must have accurate knowledge of stock condition that forms the foundation of the provision of good quality safe and well maintained homes.

Investment decisions related directly to the safety and quality standard. Having an asset management plan allows us to be transparent about the way in which we make decisions and be held accountable for delivering the programme.

Introduction

The purpose of the report is to provide a draft of the planned investment programme for 2026/27, together with information about procurement routes for the work, and to agree the level of subsidy from reserves that will be used.

Background

The BITMO Asset management plan approved by the Board in January 2025 provides a clear framework within which the brick-and-mortar assets managed by BITMO on behalf of Leeds City Council are managed to achieve the Decent Homes Standard, compliance with all health and safety requirements and the consumer standards within the social housing regulatory framework. It is also intended to support the local authority's strategic priorities of health and wellbeing and the climate emergency.

The draft programme presented is based upon stock condition data. All components have a notional lifespan and are scheduled to be replaced at the end of that lifespan.

Table 1 Component replacement lifespans

Stock Component	Replacement Interval
Bathroom	40 Years
Back Door	30 Years
Front Door	30 Years
Side Door	30 Years
Fixed Wiring	30 Years
Boiler Type	15 Years
Type of Heating	40 Years
Kitchen	30 Years
Chimney	30 Years
Roof Covering	50 Years
Rainwater Goods	30 Years
Wall Surface	60 Years
Window	30 Years

The table below shows the date held in the asset management plan that was based upon 55% stock data. We now have 85% stock data and the costs are shown in table 3, to be higher than estimated.

Table 2 Total cost of investment that is needed over the next 25 years based on 55% stock data .

	Years 1 - 5	Years 6 - 10	Years 11 - 15	Years 16 - 20	Years 21 - 25
Component Replacement Costs	£9,092,486.04	£8,465,713.60	£9,328,275.20	£9,260,667.36	£10,842,446.70
Annual cost	£1.9m	£1.7m	£1.9m	£1.9m	£2.1m

Proposed programme of work

The proposed programme of work is geared towards thermal efficiency, health and safety and the decent homes standard. There will be other non-stock condition data base items that emerge throughout the year such as disabled adaptations, and ad hoc tenant damage. There is the usual replacement of kitchens, windows and bathrooms. We have also included an amount for replacement of garage doors and roofs.

Rewiring works not completed in year 25/26 will be carried over to 26/27, and customer liaison work will begin early in the new year to prepare people for the timing, and nature of the work and clarify how we can support them to manage the disruption.

It is necessary to check each of the components identified as needing to be replaced, so that works can be prioritised and tailored to the funds available.

Funding

LCC typically provide an allowance of approximately £1.5m. The cost of the programme exceeds the funding available at present. Board have previously stated the wish to judiciously release reserves to fund investment of benefit to tenants. Previously £200k has been made available in year to support thermal efficiency work. It is proposed that £300k is made available to support expenditure on this programme .

Table 3 Total cost of investment based on 80% cost data

Component	Procurement route	2026/27	Unit cost	Total
Boiler Type	Sayes	126	2200	277200
Cavity Wall Insulation	Mears	35	3700	129500
Chimney	Mears	13	700	9100
Fixed Wiring	Mears	65	6000	390000
Front Door	Mears	10	1200	12000
Kitchens	Equans	40	7500	300000
Bathrooms	Mears	4	3000	12000
Loft Insulation	Mears	84	1000	84000
Main Roof Covering	Mears	25	8000	200000
Mansard roofs	Mears	25	17000	425000
Rainwater Goods	Mears	60	1500	90000
Garage roofs and doors	Mears	5	3500	17500
Pointing	Mears	95	5000	475000
Window	Mears	27	3200	86400
Window Restrictors	Mears	5	150	750
		445		2508450

Investment decisions are based upon stock condition and a system of prioritisation agreed by the Board.

Table 4. Prioritising investment

Criteria for investment		
1st	2nd	3rd
Health & Safety		Green Spaces
Statutory compliance	Tenant preference	Reducing ASB
Decent Homes standard	Thermal efficiency	Carbon reduction

Table 5 Value of work by priority

Key	Thermal efficiency	1061200
	Health and safety	390000
	Tenant preference	30250
	Decent homes	1027000
		2508450

Next Steps

- Surveyors will be tasked with carrying out detailed physical inspections of the components listed to prioritise them for renewal and update the stock condition data base as appropriate.
- Contractors will be approached with details of the proposed programme to ensure that they have capacity to deliver in year. Where necessary work will be procured over a two year period.
- Leeds Procurement service will be requested to prepare any necessary tender and contract documentation.
- Once the second stage surveys are completed and prices are obtained from contractors a final programme will be presented to Board for approval.

Conclusion

The report has presented a draft investment programme, and set out the challenges in terms of matching expenditure to funds available. It has made clear that it will be necessary to supplement the capital allowance from LCC with funds from reserves. The Board is required to discuss the level of additional funding it wants to make available. .

Recommendation:

Board is requested to DISCUSS the report and AGREE the level of reserves to be made available to supplement the capital allowance provided by LCC.

Notes:

5. Scrutiny Proposal re: Allocations, Lettings and Void Management

BITMO

Board of Management Report



Meeting Date: 4th December 2025

Report Title: Scrutiny proposal

Author(s): Deborah Kelly

For Information/Decision/Discussion

Executive Summary:

The report presents a proposal for a scrutiny exercise to be carried out by the Operations committee with involvement of tenants. Part of the remit of the Operations committee is the conduct of scrutiny. Scrutiny is concerned with carrying out a deep and thorough examination of the work that is done and making recommendations for improvement. The findings conclusions and recommendations will be presented to Board upon completion. Board will then respond to the scrutiny report and identify how it will carry forward the recommendations made.

Recommendations:

Board is requested to

- 1 Discuss and approve the proposal

Equality Diversity and Inclusion

It is essential that the approach to allocations, lettings and void management takes account of the protected characteristics of potential tenants and that the service is adapted

to accommodate those needs. The scrutiny exercise will examine the EDI implications of the process and the outcomes achieved.

Regulatory Framework:

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

The safety and quality standard requires that landlords provide safe good quality homes and landlord services to tenants. The void management process is concerned with this activity.

The tenancy standard sets the requirement for how tenancies are created and managed.

The transparency influence and accountability standard is focused on improving the quality of the landlord tenant relationship, ensuring that tenants are treated with fairness and respect and that diverse needs are taken into account in the design and delivery of services.

The scrutiny exercise will evidence how well the standards are complied with.

Introduction

Part of the role of the Operations committee is to undertake scrutiny exercises and provide assurance to the board that services are being offered and managed well with evidenced positive outcomes for customers.

The area of allocations, lettings, and void management has been selected as the first area of scrutiny for the operations committee.

Background

Scrutiny is an important part of the co-regulatory approach taken by the Regulator of Social Housing. Co-regulation means that the Regulator sets the framework and standards, and on a continuing basis the provider (LCC, BITMO) is responsible for ensuring that it complies with the standards and framework. In the context of tenant management, it is for us to satisfy LCC that we comply with the regulatory requirements.

Scrutiny is a deep dive into the nuts and bolts of a service to enable people to gain a rich and critical understanding of it

Scrutiny panel members act as “inquirers” and ask staff for answers to their line of enquiry

Scrutiny involves judgements being made by the scrutiny panel about what works well, what does not work as well, and what areas require improvement

Scrutiny involves the panel making recommendations for improvements that they feel need to be made to processes and outcomes.

Recommendations are presented to the Board, and staff are tasked with delivering the improvements the Board agree.

Important questions to ask are:

Who, what, when where, why, how much? How do we know?

For example: Who does what in each process? When does it take place? Why do we do it like that? Are there any ways it could be done differently? How do we judge our performance? How do we know we are delivering the right service? Who do we let properties to? What evidence do we have that we are properly aware of equality diversity and inclusion in the work that we do? What is the standard of property that we let? How much do

we spend? How do we ensure that we are compliant with the consumer standards in this work? What evidence do we have? How could we improve the service?

Scrutiny of Allocations, lettings and void management.

Allocations is the process of determining who will be offered a property. It involves advertising a property, working through the choice based lettings system to determine who is eligible for it, checking their suitability, whether any adaptations are required, assessing any support needs and determining that an offer should be made

Lettings is the process of making the offer of the property, arranging a viewing and carrying out the sign up of the tenancy, explaining the terms of the tenancy agreement and commencing the tenancy

Void management is the set of processes involved in managing the property from the termination of the former tenancy, clearing it, specifying and completing the works necessary to bring it to the lettable standard, commissioning utilities and handing it over to the lettings team .

The documentation we rely on in this area of work is

- LCC Allocations policy
- Lettable standard
- Void management procedure.

Our performance in this area is demonstrated through the void relet time KPI and the annual report of allocations.

The scrutiny process

Operations committee members are invited to a series of meetings to design the scrutiny process they want to follow. We will also invite involved tenants and people who have become tenants in the last three months. The group of people participating will be known as the “scrutiny panel”. The panel will be able to meet face to face and in line to suit the needs of the participants.

The process will be supported by Emma Knight from the Tenancy Support Team.

Participation of non-committee members will be rewarded with a shopping voucher.

Stage 1 Design Meeting 1 - Understanding the allocations policy and lettable standard

Having gained an understanding of the relevant policies the panel will be asked to form a set of questions that they want to ask and receive evidence in relation to.

Stage 2 Design meeting 2 - Seeing voids in action

The panel will be asked to join the maintenance surveyor to inspect current voids and to examine the schedule of works to be completed.

Having gained an insight into the lettable standard and the reality of void works on the ground, the panel will be asked to form a set of questions that they want to ask and receive evidence in relation to.

Stage 3 Shadowing

Two scrutiny panel members who are Board members are invited to experience the process of working through the CBL list, and completing a viewing and sign up.

Stage 4 The Scrutiny meeting

The Operations meeting will convene and raise the areas of enquiry that have been identified. Staff will respond to the areas identified and present evidence as requested.

The meeting will be asked to form judgements as to strengths, areas for improvement and recommendations.

Stage 5 Report to the Board

The Chair of the scrutiny panel will approve a report to the Board. The Board will reply setting out clearly its response to the recommendations. The outcome of the scrutiny exercise will be reported on the website and through social media.

Conclusion

The report has presented a proposal to carry out a scrutiny exercise. It is the first in a series of scrutiny exercises that will be conducted.

Recommendation:

The Board is requested to APPROVE the proposal.

Notes:

6. Health & Safety Annual Report

BITMO

Board of Management Report



Meeting Date: 4th December 2025

Report Title: Health & Safety Annual Report 2025

Author(s): Various managers

For Information/ Decision/Discussion

Executive Summary:

Following an introduction at the last Board meeting, the annual Health & Safety review is due to be reviewed further, 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

It was introduced to Board at the meeting on 16th October and it was agreed that it would be re-presented at the following meeting for potential sign off.

2. The Health and Safety Policy

The Health and Safety Policy was reviewed by Moorepay in November 2025.

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.	2024/25 completed August 2024. 2025/26 has been produced by Moorepay.
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. Being reviewed by December 2025.
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 has been reviewed and issued by Moorepay and will be issued to staff. Policy is available on request.
- 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 misjudged 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.
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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.

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.	Systems updated and warning letter sent.
	Intimidation by a tenant towards employee when they were walking to work.	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.
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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. Managers will be reviewing risk assessments with their teams in December 2025.

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. Annual Audit.	2025 2025	Completed Nov 2025 Scheduled December 2025
2	Fire Risk Assessments	All Fire Risk Assessments to be reviewed every 2 years: <ul style="list-style-type: none"> • 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
		• Aberfield Gate (Including the GATE)	December 2025 (last date 30/12/23)	Completed August 2025
		Residential Flats <ul style="list-style-type: none"> • (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 <ul style="list-style-type: none"> • Weekly Fire Alarm Tests • Quarterly Alarm Checks by Competent Person • Fire Drills (2 per year) 	Weekly Quarterly 2 annually	Weekly fire alarm checks are completed. Completed Quarterly by contractor (Mayfair) Completed April & June, planned in for every quarter.

Item		Action required	Target Date	Date Completed
		<ul style="list-style-type: none"> 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.		
		<ul style="list-style-type: none"> Broom Nook Sheltered Housing Communal Room 	October 2024	January 2025
		<ul style="list-style-type: none"> 26 Belle Isle Circus 	May 2025	August 2025
		<ul style="list-style-type: none"> 3 Winrose Grove 	October 2024	August 2025
		<ul style="list-style-type: none"> 58 – 64 Belle Isle Circus 	October 2024	Conducted by LCC
		<ul style="list-style-type: none"> Aberfield Gate 	November 2024	
		<ul style="list-style-type: none"> Means of escape (checks undertaken by Duty Manager) 	Daily	Daily
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 Workplace Inspections: Electrical hardwiring inspection to be completed by competent person every 5 years	<ul style="list-style-type: none"> Broom Nook Sheltered Housing Communal Room 	July 2027	Completed July 2022 (LBS), due July 2027.
		<ul style="list-style-type: none"> 26 Belle Isle Circus Sheltered Housing Communal Room 	Sept 2025.	Completed September 2020, due September 2025.
		<ul style="list-style-type: none"> 3 Winrose Grove Sheltered Housing Communal Room 	August 2027	Completed August 2022 (LBS), due August 2027.
		<ul style="list-style-type: none"> 58 Belle Isle Circus Sheltered Housing Communal Room 	Nov 2025	Completed 31/03/25
		<ul style="list-style-type: none"> Aberfield Gate (Including the GATE) 	Sept 2024 (scheduled with LBS).	September 2019, due Sept 2024. Completed April 2023

Item	Action required	Target Date	Date Completed
	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
	<ul style="list-style-type: none"> • Broom Nook Sheltered Housing Communal Room 	December 2025	Scheduled Dec 2025
	<ul style="list-style-type: none"> • 26 Belle Isle Circus Sheltered Housing Communal Room 	Oct 2025	Completed 1 August 2025
	<ul style="list-style-type: none"> • 3 Winrose Grove Sheltered Housing Communal Room 	May 2024 & 2024	May 2024 & Jan 2025
	<ul style="list-style-type: none"> • 58 Belle Isle Circus Sheltered Housing Communal Room 	June 2024	June 2024 & Jan 2025
	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> Maintain regular monitoring in accordance with the Health and Safety Policy: <ul style="list-style-type: none"> • Annual Monitoring undertaken by Chief Executive • Annual Monitoring undertaken by Board 	<ul style="list-style-type: none"> Annually 	Completed 2024. This report for 2025.
	<ul style="list-style-type: none"> • Regular Monitoring undertaken by managers and all staff 	Regular	Daily checks ongoing by all staff and duty manager. All hazards raised are dealt with. Quarterly checks reconvened.
	Estate checks by Repairs team.	Ongoing	Regular estate checks are ongoing by all staff & repairs team. Pride initiative commenced in 2024.

Item	Action required	Target Date	Date Completed
8	Health & Safety Forum	Annual meetings.	Annually Completed November 2025.

Recommendation:

Board is asked to ACCEPT the report.

Notes:

7. Local Lettings Policies

BITMO

Board of Management Report



Meeting Date: 4th December 2025

Report Title: Local Lettings Policies

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

BITMO allocates the properties it manages in accordance with the LCC lettings policies. In addition to this it operates five local lettings policies (LLPs).

In January this year we brought a report to the Board that highlighted the issues around LLPs and explained that LCC was reviewing the approach to local lettings policies. The report stated that when the review is concluded a further report would be brought to the Board.

This work has now concluded, and Board are invited to consider the approach it wants to take to local lettings policies in Belle Isle.

Recommendations:

Board is requested to discuss the report and provide guidance to the management team.

Equality Diversity and Inclusion

The lettings policy has direct relevance to EDI. Some aspects of local lettings policies are potentially discriminatory, and where this is the case a clear and well evidenced justification needs to be in place for it to continue. As a provider of social housing LCC must comply with the Public Sector Equality Duty, and BITMO has an obligation to support this.

Regulatory Framework:

The Safety and Quality Standard		The Tenancy Standard	<input checked="" type="checkbox"/>
The Neighbourhood and Community Standard	<input checked="" type="checkbox"/>	Transparency Influence and accountability standard	<input checked="" type="checkbox"/>
The Tenant Satisfaction Measures Standard			

The tenancy standard sets the requirement for how properties are allocated and how tenancies are managed.

The transparency influence and accountability standard requires that housing providers have clear policies and standards for the services they provide and that tenants are consulted and able to hold the provider to account for the way in which services are delivered.

The neighbourhood and community standard requires providers to work co-operatively with tenants, and to promote social environmental and economic wellbeing and to deter and tackle ASB, hate incidents domestic abuse.

Local lettings policies can be used positively to address these requirements.

Introduction

The purpose of the report is to generate debate within the Board about the usefulness or otherwise of local lettings policies in Belle Isle to meet housing need, support balanced communities, deliver the organisations vision of a Safer Stronger Belle Isle, where people want to live, and to comply with the consumer standards.

Background

Local lettings policies provide an additional set of criteria to the main local authority lettings policy to prioritise applicants with certain characteristics, over others. The characteristics identified are typically age, household formation, community connection, child density, current living situation, employment status, tenancy history, criminal record, or support needs. The purposes of local lettings policies vary, but they are usually used to ensure a balanced community, the sustainability of an area, to minimise ASB, reduce turnover or promote access to housing of certain groups of people, such as those with a local connection. The consequence of this can be that people from outside an area have less access to housing.

BITMO does not operate additional local lettings policies in the majority of the stock. We have six local lettings policies in place in relation to less than 5% of the stock.

1. 179- 201 Aberfield Drive -age 40+ access to a child aged 10+
2. 155 – 177 Aberfield Drive - age 35+
3. 46-68 Winrose Drive -Employment + local connection
4. 1-17 Windmill Close – Good neighbour
5. Flats above sheltered flats - age 55+
6. Bungalows - retirement life age 55+.

Age restrictions: The intended purpose of an age restriction is to avoid “lifestyle clashes” typically in flatted developments. While age is not a reliable indication of behaviour and certainly no guarantee that tenancy issues and ASB will not occur, we do find that in flat blocks where there are additional criteria such as age, the tenancy management issues are fewer.

Employment: The justification for this is around lifestyle clash.

Local connection: The purpose of a local connection is to limit access to housing of people from outside the immediate community, to retain housing for the original

community. It may well mean that people with a lower level of housing need are prioritised over people with greater housing need.

Good Neighbour: The good neighbour policy requires that a person has not committed serious ASB or a criminal act in the Belle Isle area. However, they may have an extensive criminal history relating to another area of Leeds.

The review carried out by LCC has concluded that all LLP's except those that place an age restriction of 55+ on properties above Retirement Life schemes should be removed. The aim of this is to increase access to a broader range of households to meet housing need more effectively.

Key Issues

Modular Management Agreement

The framework of the MMA allows TMOs to choose whether to adopt the council's allocations policy in its entirety or in part. It allows for the TMO to have in place one or more local lettings policies that cover some or all of the stock it manages.

Tenant engagement

The consultation with tenants in relation to this review has not generated much engagement and it is difficult to draw conclusions from the responses received.

Stock profile. The number of flats in the estate compared to family housing means that a significant proportion of allocations are made to single person households with complex needs. This impacts on the community.

ASB. The good neighbour policy currently in place was introduced to tackle a high level of ASB in a particular area. It was effective for a period of time but became less so. A better alternative to the good neighbour policy is the "Good tenancy record" policy. This enables the provider to obtain information about the previous tenancy history. We do not currently operate this policy.

Tenant satisfaction. Sixty-one per cent of tenants are satisfied with the approach to ASB, and 69% feel that BITMO makes a positive contribution to the neighbourhood. Both these indicators are below our target of 70%.

Options for consideration

1] Adopt the change to LLPs proposed by LCC

BITMO has the option to adopt the change to LLPs resulting from the Leeds review, or to choose not to adopt it in part or in full.

2] Further consultation within Belle Isle

The lack of engagement around the consultation means it is difficult to evidence support for or against the conclusion so the review. Carrying out further consultation would potentially clarify the level of support for the change, and enable the Board to make decisions about the direction it wishes to take.

3] A BITMO LLP

One tool that BITMO could use to potentially increase satisfaction in relation to ASB and contribution to the neighbourhood is to introduce a local lettings policy across the estate that requires a good tenancy record. It would only apply where a person has a social tenancy record. It would enable colleagues to prioritise applicants who do not have a history of ASB or tenancy breaches. It would potentially have a beneficial impact on the Belle Isle community. The counter argument to this is it would exclude people who have a history of ASB or tenancy breaches such as criminal activity or damage to property.

There would be an option to implement such a policy across the whole estate, for a part of it, or based on property type for two years initially to assess its impact. The impact would be measured in terms of tenant satisfaction and the ASB caseload.

4] Board involvement in allocations

Board could choose to have direct involvement in the allocations process via meeting with potential tenants. This would enable the Board to convey to applicants what it is that

is distinctive about tenant management, and to welcome and support tenants moving into the community. In any such process normal controls would need to be in place to ensure that allocations were made on a fair and transparent basis in accordance with a clear policy.

Conclusion

Tenant management organisations have choices in terms of allocations policy. They are not obliged to follow the allocations policy of the Local Authority. Leeds has chosen to remove most of the LLPs that it operates. BITMO can choose to follow suit or to create its own lettings policy. Any lettings policy adopted would have to comply with the consumer standard requirements and equalities legislation.

Recommendation

Board is requested to discuss the report and provide guidance to the management team as to the direction they wish to take in relation to local lettings policies.

Recommendation:

Board is requested to discuss the report and **provide guidance** to the management team as to the direction they wish to take in relation to local lettings policies.

Notes:

8. Fire Safety Policy Review

BITMO



Board of Management Report

Meeting Date: 4th December 2025

Report Title: Fire Safety Policy Review

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

To review and approve a revised Fire Safety Policy (separately enclosed).

Recommendations:

Board are requested to note and accept the reports and policies.

Equality Diversity and Inclusion

Fire Safety Policies need to ensure that vulnerable people are considered and services provided are adequate to needs.

Community Consultation

Communication required for fire safety issues, to hear concerns and to advise of safe procedures.

Financial implications

The financial implications of recent Fire Risk Assessments are being collated and will be reported to Board.

Risk implications

Potential fire risks are very high if policy and procedures are not correct.

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	✓			

Fire Safety Policy

An exercise has been conducted to compare the recently amended LCC Policy to that of BITMO.

The LCC Policy is available via:

<https://www.leeds.gov.uk/housing/housing-policies/fire-safety-policy>

All relevant elements of the new LCC policy have been incorporated into the revised draft BITMO Policy. Those elements of the LCC policy that are mirrored in the BITMO document are highlighted in yellow.

The revised BITMO document is currently being scrutinised by relevant personnel within LCC to ensure consistency of operation and adherence to regulation.

The revised Fire Safety Policy and Procedures are separately enclosed. An exercise has been conducted to map across the LCC document onto the BITMO document and the LCC element is highlighted in yellow,

Recommendation:

Board is asked to REVIEW and APPROVE the revised Fire Safety Policy and Procedures documentation, subject to any changes required by the LCC review.

Notes:

9. Monitoring updates: Complaints and Safeguarding

BITMO
Board of Management Report



Meeting Date: 4th December 2025

Report Title: Monitoring updates: Complaints and safeguarding

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

Complaints handling update for the 6 months to 30th September 2025
Safeguarding update for the six months to 30th September 2025.

Recommendations:

Board is requested to ACCEPT the reports.

Equality Diversity and Inclusion

Complaints handling needs to have clear and transparent operating systems that show that all complaints are taken seriously and are fair and comprehensive for all.
Safeguarding handling needs to take into account all vulnerabilities and give an inclusive service which has personal safety at the top of all considerations.

Community Consultation

Both areas of operation are reflected to some degree in tenant satisfaction measures results, although greater drill down into certain issues is being sought.

Financial implications

There are no financial implications arising from the report.

Risk implications

Both areas of operation carry significant risks to the organisation.

Links to Regulatory Framework:

The Safety and Quality Standard		The Tenancy Standard	<input checked="" type="checkbox"/>
The Neighbourhood and Community Standard	<input checked="" type="checkbox"/>	Transparency Influence and accountability standard	<input checked="" type="checkbox"/>
Tenant Satisfaction Measures	<input checked="" type="checkbox"/>		

A] Complaint handling

1 April 2025 to 30 September 2025	Complaints					
	Total	Main type of complaint	Response on target	Upheld	Partially upheld	Not upheld
<i>Providing local access to services</i>	0	0	0	0	0	0
<i>Letting empty properties</i>	1	Service	0	0	0	1
<i>Carrying out repairs</i>	25	Service	22	9	4	12
<i>Collecting rent</i>	0	0	0	0	0	0
<i>Managing tenancies</i>	14	Policy	12	3	2	9
<i>Supporting older people</i>	0	0	0	0	0	0
<i>Offering advice, training and employment opportunities</i>	0	0	0	0	0	0
<i>Providing opportunities for tenants to get involved in their community and their TMO</i>	0	0	0	0	0	0
Total for this year	40	Service	34 out of 40	12 out of 40	6 out of 40	22 out of 40

Comments
<p>From 1st April 2025 to 30th September 2025 40 complaints were received. The majority of complaints involved Repair Issues (25) with the remainder being about Managing Tenancies (14) and Letting properties (1). 35 complaints were resolved at Stage 1 of the complaints process, 5 were escalated to stage 2. 39 out of the 40 complaints were responded to within the timescales (34 complaints were resolved within timescales at Stage 1 and 5 complaints were resolved within timescales at Stage 2). All complaints escalated to Stage 2 are heard by a Senior Manager and/or including a Board member. Of the complaints escalated to Stage 2 of the Complaints process during this period none were escalated to the Housing Ombudsman. Of the 40 complaints received 12 (30%) were upheld in the complainants favour, 6 were partially upheld (15%) and 22 (55%) were not upheld. During this period one compliment was received.</p>

The number of complaints dealt with over the last ten years is given in the table below. Numbers range from 27 to 54.

It is recognised that the number of complaints received is lower than the number per thousand received by Leeds City Council. This may be for a variety of reasons. Performance by TMO's tends to be higher than for local authorities and so the number of complaints would therefore be expected to be somewhat lower. BITMO also puts considerable effort into preventing issues becoming complaints. There is always more that can be done and we are liaising with contractors to make sure that any instances of complaints that occur during works are reported back to us.

In the 6 months to 30.9.25, there were 6 complaints about staff conduct across various teams. These range from issues of communication and confidentiality, to alleged harassment. In all such cases the complaints were not upheld by the investigating officer. Such officers are not part of the team to which the complaint is directed.

All complaint responses are reviewed by senior managers.

The Board member responsible for Complaints has monthly sessions with the complaint handling team to go over cases opened and close during the period and to look at lessons learned. Complaints are also discussed during regular manager meetings.

In total some £860 was paid in compensation over the 6 months. The largest item was £330 for new kitchen flooring following a leak and the smallest was a £10 voucher for goodwill. In addition to this there were various rectification works undertaken when it was recognised that works could have been undertaken at an earlier stage.

Previous years

	Total	Main type of complaint	Response on target	Upheld	Partially upheld	Not upheld
April 2015 - March 2016	27	Repairs	25 out of 27	7 out of 27	8 out of 27	12 out of 27
April 2016 - March 2017	26	Repairs	26 out of 26	12 out of 26	1 out of 26	13 out of 26
April 2017 - March 2018	54	Repairs	53 out of 54	20 out of 54	11 out of 54	23 out of 54
April 2018 - March 2019	32	Repairs	32 out of 32	5 out of 32	5 out of 32	22 out of 32
April 2019 - March 2020	43	Repairs	43 out of 43	14 out of 43	12 out of 43	17 out of 43
April 2020 - March 2021	27	Repairs	22 out of 27	15 out of 27	4 out of 27	8 out of 27
April 2021 - March 2022	32	Repairs	20 out of 32	22 out of 32	7 out of 32	3 out of 32
April 2022- March 2023	40	Repairs	29 out of 40	5 out of 40	14 out of 40	21 out of 40
April 2023- March 2024	44	Repairs	39 out of 44	9 out of 44	3 out of 4	32 out of 44
April 2024-March 2025	45	Repairs	44 out of 45	16 out of 45	6 out of 45	23 out of 45

Conclusion

Complaints handling is a tenant satisfaction measure that regularly gets a relatively low approval rating for both BITMO and LCC. The importance of dealing fairly, transparently and effectively with complaints has been communicated to staff and improvements in response handling times have been witnessed in recent years. Further work is ongoing with staff and the Member responsible for Complaints to get increased engagement with tenants during the complaints process.

B] Safeguarding

Introduction

A periodic safeguarding report is required in the Board forward plan.

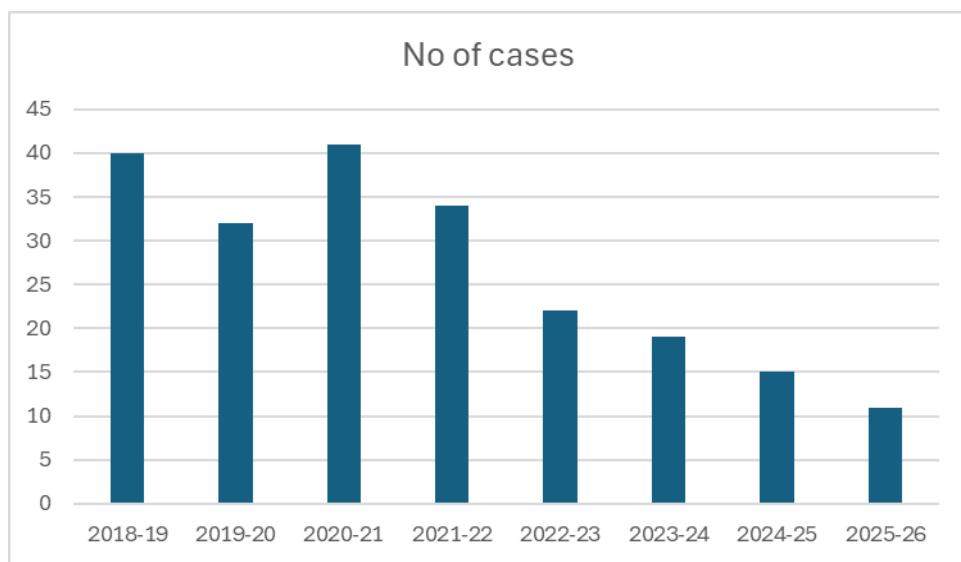
Detail

A Safeguarding Log is maintained to monitor and help manage the safeguarding cases that are brought to the attention of staff and volunteers. This Log is reviewed regularly by the safeguarding lead team and further actions reported. There are currently three open cases, comprising one domestic violence case and two cases of financial abuse.

Safeguarding Policy & Procedures have been vetted by LCC. The Safeguarding Policy was revised and approved by Board in January 2025.

Actions taken include contacting children's services, or adult social care and the police. There may be some cases, particularly those involving self-neglect and financial abuse where we become more closely involved.

The number of cases dealt with over recent years is as follows (2025-26 being a part year).



There has been a decline in numbers being reported since April 22, although that trend seems to have been partly reversed in the current year (figure above is for 7 months only). Staff and contractors have been reminded of the need to be vigilant in identifying cases. Awareness was raised as part of Safeguarding Adults Week 17-21 November. Further instruction has been given to staff in terms of procedure. Safeguarding training is allocated to all staff.

The Ann Craft awareness campaign provided useful context:

[Safeguarding Adults Week 17 – 21 November 2025 - Ann Craft Trust](#)

The strapline for the campaign was: 'Prevention – act before abuse'.

In one recent case we have been able to force through a decant to a more liveable environment, partly because of the introduction of Awaab's Law.

Cases in 2024-25 and 2025-26 (to date) have comprised:



Conclusion

Safeguarding remains a top priority in terms of keeping people safe in Belle Isle. Further communications will follow to staff and residents to help in the prevention and reporting of incidents.

Recommendations:

Board is recommended to NOTE and ACCEPT the reports.

Notes:

10. Operations Committee Report

BITMO

Board of Management Report



Meeting Date: 4th December 2025

Report Title: Operations Committee report

Author(s): Peter Olver

For Information/ Decision / Discussion

Executive Summary:

Report on the business of the Operations Committee meeting held on 30th October 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 last meeting of the Operations Committee was held on 30th October 2025.

6.2 Detail

(i) Young Tenants Group

A presentation was made by Mikey Marsden about his candidacy for the UK Youth Parliament. This fed into discussions about a potential Young Tenants Group.

It was proposed that BITMO contact all tenants under thirty years of age to ask if they would like to meet or engage via social media about BITMO or the estate or the services we provide.

It was also proposed that BITMO engages with young people and youth workers plus families about redesigning the area between the office and Belle Isle Road. This green space would be a potential recreational area away from houses.

Of those that engage with this process a working group of interested parties, including Board members, could then look at further services for young people in the area and whether any could be undertaken by BITMO and partners.

Various messages would be sent to garner interested parties.

(ii) Performance Reporting

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

It was recommended by Committee that all performance data would be presented to the Operations Committee and that Board would receive the Tenant Satisfaction data only – comprising Tenant Perception Measured survey results and Management Information Measures.

Tenant Perception Measures (TPM's)

TP01	Overall satisfaction
TP02	Satisfaction with repairs
TP03	Satisfaction with time taken to complete most recent repair
TP04	Satisfaction that the home is well maintained
TP05	Satisfaction that the home is safe
TP06	Satisfaction that the landlord listens to tenant views and acts upon them
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them
TP08	Agreement that the landlord treats tenants fairly and with respect
TP09	Satisfaction with the landlord's approach to handling complaints
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour

Management Information Measures (MIM's)

- CH01: Complaints relative to the size of the landlord (KPI)
- CH02: Complaints responded to within Complaint Handling Code timescales (KPI)
- NM01: Anti-social behaviour (ASB) cases relative to the size of the landlord (KPI)
- RP01: Homes that do not meet the Decent Homes Standard (KPI)
- RP02: Repairs completed within target timescale (KPI & BSD)
- BS01: Gas safety checks (KPI & BSD)
- BS02: Fire safety checks (KPI & BSD)
- BS03: Asbestos safety checks (BSD)
- BS04: Water safety checks (KPI & BSD)
- BS05: Lift safety checks (BSD)

Note re prior reporting schedules: KPI - Key performance Indicator; BSD – Building safety Dashboard.

(iii) GATE Signage

The Committee recommended that the main sign should reflect the following strategic goals:

- Support tenants
- Invest in tenants
- Build tenant control

It was also recommended that a further sign be established which gave more detail about the services offered.

(iv) Xmas closure times

A] Non-GATE

Monday	Tuesday	Wednesday	Thursday	Friday
22 nd December	23 rd December	24 th December Christmas Eve	25 th December Christmas Day	26 th December Boxing Day
Business as usual	Business as usual	9am to 1pm	Closed	Closed
Monday 29 th December	Tuesday 30 th Decem ber	Wednesday 31 st December New Years Eve	Thursday 1 st January New Years Day	Friday 2 nd January
9am – 3pm	9am – 3pm	9am to 1pm	Closed	Business as usual

B] GATE Timetable

Tues 16th December: Community Christmas Meal

GATE Christmas opening and events:

Monday 22nd 9-3pm (Food and activity) (suggestion lunchtime soup or toasties and Christmas crafts)

Tuesday 23rd 1-7pm (Activity 2-4pm and Tea 4pm)

Wednesday 24th CLOSED

Thursday 25th CLOSED

Friday 26th CLOSED (no foodbank)

Monday 29th 9-3pm (Food and activity) (suggest lunchtime soup or toasties and craft)

Tuesday 30th 1-7pm (Activity 2-4pm and Tea 4pm)

Wednesday 31st CLOSED

Thursday 1st CLOSED

Friday 2nd 9-1pm plus foodbank

Recommendation:

Committee RECOMMENDED that:

- (i) The Young Tenants Group action points above be undertaken;
- (ii) The new Performance reporting structure be adopted;
- (iii) The proposed GATE signage be approved;
- (iv) Office and GATE Xmas closure times be put into practice;

Notes:

11. Finance Committee Report

BITMO

Board of Management Report

Meeting Date: 4th December 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 20th November 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	✓		

Introduction

Matters discussed were:

- LCC Management Fee
- Strategy Spend Priorities
- Estate Planter Procurement
- Revenue Management Accounts 2025-26
- Capital Accounts 2025-26
- Staffing Update

(i) LCC Management Fee

Present discussions had taken discussions further and the recent figure given by LCC is a reduction of some £60k on what the management fee would have been for 2025-26. We await some further detail about recent adjustments to the proposed fee.

Regulatory formula summary from LCC:

MMA Formula	BITMO Allocation 2025-26	BITMO Budget 25-26	Variance 2025-26
Insurance	68,144	82,540	(14,396)
Repairs	1,861,027	1,528,728	332,300
Rents collection	4,174	22,448	(18,273)
Leaseholders	-		0
Finance	42,855	26,978	15,877
Tenancy Management	85,365	55,126	30,239
Staffing	1,446,597	1,881,343	(434,746)
Office Costs	252,438	253,456	(1,018)
Committees	23,130	11,887	11,243
	3,783,730	3,862,504	(78,774)
25/26 Management Fee	3,844,000	3,844,000	
	-	60,270	18,504

The left hand figures above give the breakdown of how LCC Housing Revenue Account costs would be apportioned to the level of activity of BITMO, mainly by way of a proportionate allocation of costs for the LCC entire housing stock (52,120) as compared to BITMO stock of 1,813 properties. Repair costs are done slightly differently according to the formula – being an average of three years costs adjusted for inflation. Committee costs are based upon an allocation of £5k plus £10 for each property managed.

The middle column figures give an approximate allocation of BITMO costs in relation to the LCC fee for 2025-26.

The main variance figures show that LCC spends proportionately more on direct repairs (excluding staff costs) than BITMO does, but less on staff costs (which include the Repairs team). The conclusion is that more is spent by LCC proportionately on contracted works, which would not be unexpected for a large organisation.

BITMO has continued to put the case for further cost recovery in certain areas of spend where a small organisation bears higher proportionate costs than a large body such as a local authority. These include premises costs as well as finance and human resources.

A reduction of £60k would equate to 1.6% of total costs, but to a small organisation it would represent the equivalent of one post or a significant element of work.

It is not yet known if the £60k calculation above will result in a larger cut for the 2026-27 management fee. The proposed figure will be subject to two adjustments: (i) for inflation and (ii) to reflect any changes in the LCC HRA budget for 2026-27. The LCC budget for 2026-27 is currently being worked on and so we do not as yet know the effect any LCC budget cuts on the BITMO allocation. LCC budgets will depend upon such factors as: (i) the Government Autumn Statement (Budget) on 26th November; (ii) any agreed rent increases to tenants for the year (maximum of 1% over the Consumer Prices Index inflation measure).

(ii) Strategic Spend Priorities

The Committee and Board have been looking at ways in which available reserves could be utilised to give greatest value for money for tenants. This needed to take into account any Revenue spend agreed by Board for estate investment detailed in the capital programme above.

The Strategy day had identified the following:

Cyclical gutter clearing programme	Enhanced plastering standard	Garage sites
Tree survey and asset map	Enhanced void standard	Communal gardens
Fencing	Internal deco of communal areas	Enhanced ASB service
Public art project	Parking survey	Accelerated roofing programme
Accelerating thermal efficiency programmes	Enhanced grounds maintenance service	Food growing
Option appraisal re air and ground source heat pumps.	Increased caretaking team	Food preparation
Tool library	Environmental improvements (bins, benches,	Dog poo bins
		Into work skills

Subsequent spend areas were identified as:

- (i) Tenant Perception Measures enhanced surveys (up to £10k)
- (ii) Painting of Canopies on the Brooms (albeit from normal spend)
- (iii) Enhancements of Belle Isle Circus

The last of the annual Shareholder and New Tenant meetings was held on 30th October 2025 and attendees were asked for ideas about where enhancements could be made to the estate and to tenants lives.

The Estate Makeover project was discussed and the good work done on East Grange Road in terms of residents taking control and requesting a new outside bench, playscheme painting and a new bin.

- Issues were raised about bins in general and their collection.
- Enhancement of Play Areas was suggested eg 'Swamp' area by Broom Road, Nesfield View.
- Some canopies were reported as needing attention.
- Gates at the Winroses were reported as needing repair.
- Ginnels need attention for weeds and rubbish.
- The Nesfield tree nursery site was overgrown.
- There has been some further dumping at garages
- Tree branches overhanging on the Circus and elsewhere. It was noted that an estate-wide tree survey was being investigated.
- Signage was bent at the Multi-Use Games Area (MUGA).
- Benches would be useful at the MUGA.
- A shelter would also be useful there and at other locations.
- Benches and other facilities at the front of the BITMO office were proposed by staff.
- Benches and other facilities were suggested for Newhall Road – at the old play area.
- Open space behind the Post Office at Broom Place could have recreational facilities.
- Art installations would brighten up the estate.

All ideas would be further discussed at the staff awayday on 5th December and proposals would then be costed.

(iii) Estate Planter Procurement

It was reported that a procurement exercise had been undertaken to appoint a suitable company to undertake planter enhancement works across the estate, following on from the initial pilot scheme.

It was reported that the contract had been awarded to a conservation and volunteer oriented organisation for a period of 2 years at a cost of £50k per annum.

(iv) Revenue Accounts

Management Accounts for the 6 months to 30.9.25

Expenditure	Budget £	Year to Date Budget £	Actual Spend £	Variance	Notes
RESPONSIVE MAINTENANCE	1,493,780	767,662	707,736	59,926	1
CYCLICAL MAINTENANCE	<u>723,915</u>	<u>308,707</u>	<u>232,828</u>	<u>75,879</u>	2
TOTAL MAINTENANCE`	2,217,695	1,076,370	940,564	135,806	
COMMUNITY DEVELOPMENT	267,587	134,423	135,782	(1,359)	3
INCOME AND TENANCY	335,193	167,347	145,116	22,231	4
TENANCY SUPPORT	323,715	162,325	146,120	16,206	5
RETIREMENT LIFE	117,817	58,908	57,945	963	6
CORPORATE RUNNING COST	212,559	86,057	100,474	(14,417)	7
CORPORATE STAFFING COST	419,776	208,737	200,001	8,737	8
SERVICE LEVEL AGREEMENTS	63,453	31,726	31,726	0	
DEPRECIATION					
TOTAL EXPENDITURE	3,957,794	1,925,893	1,757,727	168,166	
INCOME					
Management Fee and Other Income	3,911,537	1,955,699	1,974,659	18,960	9
OPERATING SURPLUS/(DEFICIT)	(46,257)	29,805	216,931	187,126	
Thermal Efficiency contribution	(100,000)	0	0	0	
Community Fund Costs	(52,000)	(22,429)	(10,125)	12,304	
Surplus/(Deficit) after exceptional items	(198,257)	7,377	206,806	199,429	

Accounts indicate that income and expenditure were within budget overall as of 30th September.

(v) Capital accounts 2025-26

Programmed repairs tracker	2025-26 Budget Original	2025-26 Revised Tracker	Spend to date	Balance	Notes
Workstreams	A	B	C	B-C	
Kitchens And Bathrooms	222,300	302,100	258,904	43,196	1
Kitchens And Bathrooms	98,000	84,000	-	84,000	1
Kitchens And Bathrooms	40,000	32,000	1,933	30,067	1
Boiler Replacement / Remedials	230,400	209,917	90,440	119,477	2
Mansard roofs	145,600	193,538	193,538	-	3
Thermal Efficiency works	200,000	200,000	13,979	186,021	4
Windows	66,000	72,000	71,982	18	
Front Doors	38,500	210	310	100	5
Rear Doors	24,000	-	-	-	5
Side Doors	14,000	-	-	-	5
Rewires/Electrical Remedials	128,000	30,000	-	30,000	6
Adaptations	75,000	75,000	51,559	23,441	7
Adaptations	75,000	75,000	45,250	29,750	7
Unadopted Roads	20,000	20,000	-	20,000	8
Roofing	50,000	50,000	2,444	47,557	4
Capital Voids	123,200	200,000	129,242	70,759	9
Asbestos Surveys/Removals		-	-	-	
Fencing		-	-	-	
Repointing		-	-	-	
Decency Failures	50,000	50,000	17,451	32,549	
Staff costs		81,927	22,951	58,976	10
Total	1,600,000	1,675,692	899,982	775,710	
				1,675,692	

Those main areas which were being focussed on for completion were (i) Thermal Efficiency (£186k) and Roofs (£48k) - a works survey was being conducted on 17.11.25 at Belle Isle Circus; (ii) Boiler Replacements.

(vi) Staffing Update

Updates given on recruitment and new payroll system issues.

(vii) Other Business

(i) Donation

Committee recommended a donation of £300 to the Leeds South & East Foodbank Christmas appeal.

(ii) Lift Off Charity

There was some discussion about the Charitable Objects of the Lift off Charity of which BITMO was the sole member. It was agreed that the Objects of the Charity would be distributed. They are:

THE OBJECTS OF THE CHARITABLE INCORPORATE ORGANISATION (CIO) ARE THE RELIEF OF POVERTY OR FINANCIAL HARDSHIP OF THOSE LIVING IN BELLE ISLE, LEEDS FOR THE BENEFIT OF THE PUBLIC BY THE PROVISION SUPPORT INCLUDING BUT NOT LIMITED TO FINANCIAL SUPPORT.

Recommendation:

Board is asked to:

- (i) ACCEPT the report on Management Fee discussions (noting the further update above);
- (ii) Review and ACCEPT the Strategic Spend Priorities report;
- (iii) ACCEPT the report on Estate Planter Procurement;
- (iv) ACCEPT the Revenue Accounts report;
- (v) ACCEPT the Capital Accounts report;
- (vi) ACCEPT the staffing update report
- (vii) APPROVE the £300 donation to Leeds South & East Foodbank Xmas Appeal;
- (iv) REVIEW the Lift Off charitable objects to see if training/educational activities could be encompassed in due course.

Notes

12. Board forward plan

BITMO

Board of Management Report



Meeting Date: 4th December 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 out the agreed agenda items for Board meetings for the 2025-26 governance year, to the AGM and first meeting of the new Board.

Board meetings and agenda items

Date	Headline Report	Discussion topic	Area for Scrutiny and approval (not including standing items)
October 16 th		Long Service Awards and Community Development Strategy	Board elections
December 4 th	Urgent matters, Correspondence, Estate issues and Tenant feedback	Corporate Strategy	Safeguarding Complaints Finance / Ops Committees Anti-Social Behaviour (presented prior)
January		No Meeting	N/A
Feb 5 th 2026		Police matters	Budget preparation Repairs KPI's via ops 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 NOTE and ACCEPT the above forward plan.

Notes

13. Any Other Business

13.1 Proposed donation

Voluntary Action Leeds, via Health for All, has awarded a £1,000 grant to BITMO to host a Warm Welcome Space for 2025.

It is recommended that half of the amount be donated to the Belle Isle Community Kitchen so that it can fund its element of the Warm Spaces programme within the GATE.

Recommendation

Board members are asked to APPROVE the above donation of £500.

Notes

Date of next meeting:

- **5th February 2026**

APPENDIX 1

BOARD MINUTES

**BELLE ISLE TMO
FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 16th October 2025**

Present:

Jean Burton
Harry Austin
Trevor Brown
John Oddy
Emma Walkley
Paul Truswell
Ashley Knowles
Angela Weglarska
Gerry Roberts
Tracy Morris
Margaret Brown
John Newbould
Sherie Sweeney
Cllr Wayne Dixon
Stephen Brockley

In Attendance: Deborah Kelly (Chief Executive Officer)
Peter Olver (Head of Governance & Finance)
Peter Sutton (Community Development Manager)
Karen Hoole (Governance & Admin Support Officer)
Jagdish Sharma (Finance Manager)
Jo Wood (Community Development Officer)
Simon Richardson (LCC)

PART A – Public Agenda Items

Apologies

Apologies were received from: Cllr Emma Pogson Golden

Questions from the Public

There were three members of the public present - M, J and A Temperley.

Issues raised by Board Members for the Agenda

There were no issues raised.

Presentations

(i) Long Service Award

The Board presented Jagdish Sharma with a long service award. Board members congratulated Jagdish for his dedicated service over the last 20 years.

(ii) Bitesize Training – The GATE – Development and Impact

Community Development Officer, Jo Wood, presented Bitesize training on the future development, volunteering and activities in the GATE.

Board member, John Newbould, thanked the GATE staff on behalf of the Foodbank for their support and for going above and beyond and for making the Foodbank staff welcome in the GATE.

(iii) Bitesize Training – Being a Board Member

The Head of Governance and Finance presented training on Being a Board member.

The CEO highlighted to Board members the importance of regular attendance at Board meetings. She clarified that giving apologies for a meeting does not count towards an attendance. She also highlighted the need for Board members to undergo training, especially mandatory training, when required.

A Board member suggested that advice be sought on potential conflicts of interest when Board members are making decisions that may affect them.

The Chief Executive Officer chaired the meeting until Item 5 when a Chair was elected.

1. Minutes and Matters Arising

The minutes of the meeting held on 20th August 2025 were approved.

Matters Arising from the meeting held on 20th August 2025 were as follows:-

Item	Update
Strategy Day	This was held on 30 th August at Oulton Hall
Staff Celebratory Event	Booked for 24 th October at Roxy Lanes in Leeds
Staff Away Day	Booked at the Royal Armouries for 5 th December
Belle Isle Circus Access	The online petition has gathered 134 signatures to date. Signatures for paper petitions are also being collected.
East Grange Road Makeover	Work to make improvements as requested by the residents has been undertaken as follows:- Permanent bench installed, floor markings created on pathway for children to play on. A bin has been delivered. Negotiations underway to bring the 'little library' to the area.

Tree Nursery	Preliminary legal work has been completed. Planning permission is required for change of use.
Lift Off Charity	Chasing Natwest and applying to Virgin Money and Co-op bank

Recommendation for Approval

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

Approved

2. Health and Safety Annual Report

The Annual Health and Safety Report was presented at the meeting. The policy was reviewed by Moorepay in July 2024. A further revision is being undertaken by Moorepay with the results available shortly.

An onsite Health and Safety audit was undertaken in 2024 and a further audit will take place in December 2025.

The Chief Executive Officer highlighted that it was expected that Environmental Health would be likely to visit the GATE kitchen in the near future. All relevant guidelines are being adhered to.

The Report would be brought back to Board in December for acceptance.

Recommendation for Approval

The Board were asked to review the interim Health and Safety Annual Report and then review the final report in December for potential acceptance.

Agreed

3. Election of Board Members at the Annual General Meeting

The AGM was held on 25th September 2025.

Board members who stood down on rotation were:-

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

Shaf Ghafiri decided not to be re-nominated due to work commitments.

The following candidates were nominated to stand for election as tenant board members for 8 vacant positions:-

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

All 8 candidates were elected onto the Board.

Recommendation for Approval

The Board were asked to Note and Accept the report and to thank Shaf Ghafiri for his valued work as Board member, Treasurer and Chair.

Noted and Accepted

4. Appointment of Co-optees to the Board

The CEO advised that Leeds City Council has nominated two ward councillors to serve on the Board as follows:

- Cllr Wayne Dixon
- Cllr Emma Pogson Golden

The following people are seeking co-option for a further year:-

- Margaret Brown
- Ashley Knowles
- Paul Truswell

A further vacancy exists for co-option to the Board.

Recommendation for Approval

The Board were recommended to Approve;

1. Further Co-option of Cllr Wayne Dixon and Cllr Emma Pogson Golden
2. Co-option of Margaret Brown, Ashley Knowles and Paul Truswell.

Approved

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

The Board were asked to elect officers to Board posts and the following nominated members were elected:-

- Chair – **Harry Austin**
- Vice Chair and Treasurer -- **Trevor Brown**
- Vice Chair and Board Secretary – **Jean Burton**
- Vice Chair and Services Lead – **Vacant**
- The Head of Governance & Finance advised that a new position of 'Member responsible for Complaints' has been adopted. This position is a requirement of the Social Regulator and is currently held by **Trevor Brown**

The Vice Chair and Services Lead is an optional post and Board members were asked to contact the CEO of Head of Governance and Finance should they wish to be nominated for the post. Informal interest was also sought for the following areas of special interest:-

- Retirement Life Housing
- Equalities
- GATE and Community Events
- Publicity
- Repairs and Maintenance
- Estate and Environment
- Recruitment

Recommendation for Approval

The Board were asked to note, discuss and Accept the Report.

Noted and Accepted

The newly elected Chair, Harry Austin, chaired the meeting from this point forward.

6. Operations Committee Report

The CEO summarised the last meeting of the Operations Committee held on 20th August that focussed on performance.

Board members were advised that the number of items being reported had increased due to the commencement of Tenant Satisfaction Measures in addition to existing Key Performance Indicators.

Due to there being some overlapping of reporting it had been agreed that an improved streamlined reporting structure should be adopted.

A new reporting structure will be submitted to the next Operations Committee meeting.

Recommendation for Approval

A recommendation was made to the Board to merge the KPI and TSM data into streamlined documentation. A draft could be produced from the end of Quarter 2 – the six months to the end of September 2025.

Agreed

7. Finance Committee Report

Revenue Management Accounts 2025-26

The Head of Governance & Finance gave an update on the Finance Committee meeting held on 2nd October 2025. He reported that Revenue accounts were within budget for the period.

Management accounts for the period 1st April 2025 to 30th September 2025 were presented at the meeting. These showed an underspend on staff costs and responsive and cyclical repairs.

Some surplus was showing due to staff opting out of the pension scheme.

Overspends were shown on Corporate running costs due to work on the Community Kitchen, agreed by Board after the budget was set, and the tree planting project (which was matched by income).

Capital Accounts 2025-26

The Head of Governance & Finance presented the committed and actual spend figures against budget. He explained that there are some areas where spend is behind schedule and actions are being undertaken to ensure that the budgets are spent. If an excess spend is encountered in these areas reserves will be used, as discussed at the Board Strategy day .

Work is ongoing for future years to encourage tenants to have electrical rewires in their properties when needed.

Staffing Update

The CEO gave an update on recruitment.

Delegated Spend Limits

A proposal was made to add two additional staff members on to the delegated list at spending limits of £500 per order.

Internal Audit Tender

The Head of Governance & Finance gave an update on the Internal Audit tender process.

Recommendation for Approval

The Board were asked to Accept the Finance Committee Reports.

Accepted

The Board were asked to agree any recommendations from the Committee reported at the meeting.

Agreed

8. Board Forward Plan

The Head of Governance and Finance presented draft proposals for schedule of Board meetings for 2025 to 2026.

Board members were asked to note that Board meetings have been scheduled a week later than they have been historically held, in order to enable participation by the majority of Board members.

Date	Headline Report	Discussion Topic	Area for Scrutiny and Approval (not including standing items)
October 16 th 2025	Urgent matters Correspondence Estate Issues and Tenant Feedback	Long Service Awards and Community Development Strategy	Board Elections
December 4 th 2025		Corporate Strategy	Safeguarding Complaints Performance KPI's Finance Committee Anti-Social Behaviour
January 2026		No Meeting	N/A
February 5 th 2026		Police Matters	Budget Preparation Repairs KPI's Risk Register Finance Committee
April 2 nd 2026		Financial Inclusion	Budgets Complaints Safeguarding Finance Committee
June 4 th 2026		To be set by the Board	GATE Programme Performance KPI's (Ops Comm) Risk Register (b/f March) Retirement Life
August 6 th 2026		To be set by the Board	HR Report Statutory Accounts Key Performance Indicators Health & Safety Report

			Safeguarding Anti-Social Behaviour Ops Comm - inc complaints Finance Committee
September 3 rd 2026		To be set by the Board	AGM Complaints Safeguarding Risk Register Repairs GATE Programme
September 24 th 2026			2026 Annual General Meeting

The following schedule of Bitesize Learning Sessions were presented for the following year:-

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 and Maintenance Responsive 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

Board members asked the following questions:-

Q. Could we have a paper copy of the Bitesize training sessions in future?

A. Yes - this will be arranged.

Recommendation

Board members were asked to discuss and Approve the Forward Plan

Approved

9. Overview of the Organisation

The Chief Executive Officer presented an overview of the organisation to the Board.

She highlighted that at the recent Board Strategy Away Day BITMO's current Mission, Aims and Goals were discussed and that these should be changed to be more ambitious. She explained that there will be a focus on getting the basics right, investing in our green agenda, empowering the community, enhancing colleague satisfaction and working on new projects with the aim of our tenants to be able to live well.

A five-year plan of action identifying the areas the organisation will focus on was provided at the meeting.

The CEO advised that the five-year plan is a 'work in progress' and will be further developed with the Board, staff and tenants.

Q. A Board member asked about high levels of enforcement action to be taken – how will this be done?

A. LCC has a new ASB policy and procedures. We have adopted these. We have our ASB action days where we encourage people to report incidences of ASB to us. We are pushing LASBT to take action against tenants who commit serious tenancy breaches and being really assertive in terms of that relationship. A partial closure of a property has recently been undertaken where there have been problems with a tenant's conduct.

Q. Will this result be published on social media?

A. If the Board will support us on this – yes.

Recommendation

Board members were asked to discuss and Note the Overview of the Organisation.

Noted

10. Any Other Business

10.1 Access to Brooms Crescent

A Board member highlighted an issue of access to properties in Broom Crescent. A contractor had parking/access issues whilst trying to undertake some work for a property but could not access the area. The contractor pointed out that emergency vehicles would not be able to access the area to respond to emergencies.

A member of the team will visit the area to investigate the issues highlighted.

10.2 Future Meeting Dates

The Head of Governance & Finance updated the Board on future meeting dates as follows:-

Operations Committee Meeting scheduled for 6th November will now be held on **30th October** at 4.00pm (delayed from 2pm to allow greater participation).

The Finance Committee meeting will be held on **20th November** at 2.00pm.

The Board meeting will be held on **4th December** at the normal time of 6.00pm.

The Board were reminded that a Shareholders meeting will be held on **29th October** at 5.00pm.

Recommendation

Board members were requested to note the dates of future meeting dates as highlighted at the meeting.

Noted.

Date of Next Meeting: Thursday 4th December at 6.00pm