



**BELLE ISLE  
TENANT MANAGEMENT ORGANISATION  
BOARD MEETING**

**AGENDA AND PAPERS**

**Thursday 5th February 2026 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 Peter Olver 0113 378 2189***



# **FULL BOARD MEETING**

**Meeting to be held on**  
**Thursday 5<sup>th</sup> February 2026**  
**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: Repairs, Maintenance & Investment – revenue and capital works.

Meeting items:

1. Board Declarations (page 6).
2. Minutes and Matters Arising from the Board meeting held 4<sup>th</sup> December 2025 (page 7 & Appendix 1, page 47)
3. Operational Report (page 8 & Appendix 2, page 62)
4. Strategic Plan Review (page 14)
5. Operations Committee Report (page 21)
6. Finance Committee Report (page 29)
7. Board Training Plan (page 37)
8. Board Forward Plan – meeting details (page 42)
9. Any other business (page 46)

## **Part B – Confidential Items (Part B papers)**

## BITMO Board meeting 5<sup>th</sup> February 2026

### Executive Summary

Agenda item	Topic	Why is this important	What can BITMO do as a result	What are the Board being asked to do
<b>Presentation items</b>	Bite Size training: Repairs, Maintenance & Investment on the estate.	This is the largest area of spend of BITMO and of vital importance to tenants.	Review the service provided.	Undertake the training and apply to organisational management when needed.
<b>Operating reports</b>	Operational update.	Provide insight into the quality of service we provide.	Continue to improve Board control and impact of decision making.	Discuss, advise and accept the report
<b>Strategic Plan Review</b>	Review updated plan.	Our mission and objectives will steer direction of BITMO.	Ensure that the organisation is focusing on the right things.	Accept the report
<b>Operations Committee</b>	Review of the latest meeting of the Committee on 30 <sup>th</sup> 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.
<b>Finance Committee</b>	Report from the meeting of 20 <sup>th</sup> Nov.	Important financial activities are reviewed by the Committee which then advises the Board.	Continue to ensure financial viability	Approve recommendations of the Committee.

<b>Board training plan</b>	Board training programme.	Board members have to be properly equipped to undertake their roles.	Review and enhance the training programme.	Review the draft plan.
<b>Board forward plan</b>	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. Declarations

#### 1.1 Declarations of Interest

Board members are asked to declare personal outside interest on any items on the agenda.

For any such declarations a decision should be 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.

#### 1.2 Declaration of Understanding

Board members are asked to confirm that they have read the BITMO Board papers for the meeting on 5<sup>th</sup> February 2026 and understand what is expected of them in terms of decisions to be made. If there were any doubts they have contacted BITMO staff for clarification.

#### Recommendation:

Board is asked to make declarations as required above.

#### Notes:

## 2. 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 4<sup>th</sup> December 2025 (Appendix 1)**. The table below details updates on items not dealt with elsewhere on the agenda.

### **Matters Arising: Full Board 4<sup>th</sup> December 2025**

Item	Update
Belle Isle Circus access	LCC Cllrs being approached for handover of petition for better and safer pedestrian access. Banner placed on the Circus.
Staff Awayday	December 5 <sup>th</sup> at the Royal Armouries, Leeds 10am-4pm. Sessions held on organisational development and the modular management agreement.
Tree Nursery	Fruitworks are reviewing the draft lease received on 27.11.25.
Lift Off charity	Bank account established. BITMO payment of £10k seed corn funding being made. Annual Return 2024-25 submitted.
GATE signage	Main GATE sign changed as agreed to reflect mission objectives (i) Support tenants (ii) Invest in tenants (iii) Build tenant control. Next step is the more detailed explanation board.
Recreational areas	It was agreed that young people and youth workers and families would be asked for their input into redesigning the area outside the office at Aberfield Gate to make the area into a potential recreational area.
Youth Group	Mailout to tenants under 30 years old would take place over coming weeks.

### **Recommendation:**

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

### **Notes:**

### 3. Operations Report

**BITMO**

Board of Management Report



**Meeting Date: 5<sup>th</sup> February 2026**

**Report Title:** Operational Report

**Author(s):** Deborah Kelly

**For Information/ Decision/ Discussion**

**Executive Summary:**

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

**Recommendations:**

Board is requested to Note the report.

**Equality Diversity and Inclusion**

There are no EDI issues arising from the report



**Regulatory Framework:**

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

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

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

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

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

## **Tenant Voice and Community Feedback**

A review of the complaints action log indicates that the category of complaints continues to be repairs. This is typical of the sector because it is the service most used by tenants. Current performance data shows that Mears completion of non-urgent repairs is currently approximately 70% reflecting vacancies in their staffing over the last couple of months. This has been raised with them. The second key issue tenants complain to us about is around weaknesses in communication when we commit to doing something. People feel we take too long to resolve matters. We continue to work on improving follow up and communication.

Engagement activity is currently being planned in relation to potential “Gathering Spaces”, the possibility of providing flood lighting at the Multi User Games Area (MUGA) in partnership with Leeds Federated Housing Association.

We have responded to tenant feedback by:

- Arranging for trees around the circus to be trimmed in preparation for a path being cut into the perimeter.
- Increasing the frequency and quality of grass cutting on the corner of Winrose grove and belle Isle Circus.

We are scheduling satisfaction surveys in relation to planned works, the Incredible Edible project and customer service which will be reported at the next meeting.

## **The GATE**

The GATE programme is thriving. The change in focus to outreach work, and community engagement, with a focus on families and children is very successful. We have a full calendar of activities around tuition, parents and toddlers, the food offer, and improving the amenities and appearance of the estate.

A copy of the programme for February is provided at Appendix 2. Any comments on the programme are welcome.

## **Tenancy Management and Neighbourhood Issues**

We continue to struggle to make progress in relation to a property at Nesfield Close. The case is in the process of review by the Court of Protection. In the meantime we remain unable to gain access to make the property safe to resolve the environmental nuisance.

We have increased the void standard and are providing carpets in flats. We have an ongoing caseload of 15 tenants who are particularly vulnerable and where we struggle to gain access to their home. We are reviewing these cases, and cross checking them against stock condition data and the damp and mould register to ensure that access is being escalated appropriately.

We are responding to the recent Leeds Live report which highlighted Anti-Social Behaviour (ASB) in Belle Isle by a door knocking exercise in the area requesting tenants to make statements about the issues they are experiencing. We are arranging a review of one case that is being managed by Leeds Anti-Social Behaviour Team (LASBT) to see if there are any routes we can take to possession of the property. We have been granted possession of a flat where the tenant has been causing ASB and property damage for some years. We now need to obtain a warrant of execution and when we do we will promote the success in our tenant communications.

## **People, Capacity and Governance**

We have some longer term issues with sick leave which is placing pressure on the team overall. This is being managed and there are no immediate risks to service levels.

We have recently recruited a new caretaker and are in the process of recruiting a Cost of Living Coordinator.

We are very grateful to our Board members for the contribution they make to BITMO. Involvement in recruitment, complaint panels and service development workshops can be time consuming and demanding. This ongoing commitment plays a key role in our success as a tenant management organisation. Board development is also key to our success. Each year we try to arrange Board member appraisals and find very low engagement with this. We will be contacting Board members to arrange appraisals shortly. Board members are asked to consider whether they are willing to trial an online self-assessment to support this. We are inviting between two and four new Board members to participate in the Housing Diversity Network Board excellence programme. We are commissioning a follow up governance review to take place this year.

### **Management Allowance**

See confidential paper Part B.

### **Repairs Review**

The Repairs Review discussed at the Operations Committee is underway. We are at the exploration stage. This is temporarily paused pending engagement with unions. Further detail is given elsewhere on the agenda.

### **Conclusion**

The only issue of significance in terms of risk is the management allowance, as reported in Part B and this is being managed closely. We will revert to board in March with a programme of engagement activity, and a 2026/26 forward plan.

### **Recommendation:**

Board is asked to ACCEPT the above report.

**Notes:**

## 4. Strategic Plan Review

**BITMO**

Board of Management Report



**Meeting Date:** 5<sup>th</sup> February 2026

**Report Title:** Strategic plan review

**Author(s):** Deborah Kelly

**For Information/ Decision/ Discussion**

### **Executive Summary:**

The report provides a review of the 2025/26 projects within our five-year plan. The plan was created in January 2025, following a revision of our mission and objectives. Since then, we have also revised our values and included two new ones that are core to our purpose and identity. They are “tenant led and Community centred”

It sets out potential work streams for 2026/27 that reflect the new focus and ongoing commitments.

### **Recommendations:**

Board is requested to APPROVE the report and COMMENT on the projects identified as being delivered in 2026/27.

### **Equality Diversity and Inclusion**

There are no implications for EDI

### **Risk**

The majority of risks are managed through the standard operating procedures and quality assurance arrangements in place as “business as usual”. The risk map identifies 4 risks that have a residual risk of medium. The five-year plan will incorporate actions to manage these risks. Once these actions are in place they will become an established part of the business-as-usual control environment.

**Financial implications**

Financial implications will be identified as the plan is developed.

**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 five-year plan will improve customer service, stock knowledge and investment and empowering the community thereby having direct relevance to the consumer standards.

## Introduction

A revised **risk map and strategic framework** have been approved by the Board. The renewed strategic focus is to **build a safer, stronger, greener Belle Isle where people want to live** by:

- investing in people's homes,
- building tenant control, and
- supporting people to live well.

These form BITMO's core objectives and underpin all actions within the Five-Year Plan.

## Mission

**Build a safer, stronger, greener Belle Isle where people want to live.**

## Objectives

- Building tenant control
- Investing in people's homes
- Helping people to live well

## Review of Projects

### Project 1: Invest in Thermal Efficiency Programmes

BITMO will have invested £133,332 in improving the thermal efficiency of 79 homes during 2025/26. Works delivered include:

- 18 double-glazed & 4 Triple glazed window installations - £77,722
- 20 loft insulation upgrades -£1600
- 41 thermal boarding installations to the property types below (10 completed - £54,000)

Type	No
1 Bed Bungalow	11
1 Bed House	3
2 Bed House	14
3 Bed House	10
4 Bed House	3

The programme experienced a slow start due to delays caused by asbestos testing capacity issues within the contractor supply chain. These issues have now been resolved, and delivery will be back on track by year end, with works continuing across the estate.



## Measures of Success

- Tenant satisfaction
- Spend against budget
- Carbon reduction
- Improved thermal comfort

Tenant satisfaction will be tested on completion of the programme.

## Carbon Reduction Achieved (per property, per year)

Measure	Carbon reduction (kg CO <sub>2</sub> /yr)	Carbon reduction (tonnes CO <sub>2</sub> /yr)	Tree equivalence*
Thermal panels	308 – 926	0.31 – 0.93	14 – 42
Double glazing	100 – 250	0.10 – 0.25	5 – 11
Loft insulation 52		0.052	2 – 3

\*Tree equivalence is based on the annual carbon absorption of a mature UK broadleaf tree (~22 kg CO<sub>2</sub>/year).

The works will deliver:

- Internal temperature increases of **1–3°C**
- Reduced cold spots
- Lower condensation and mould risk

## Project 2: Improve the Quality of Estate Management

We measure this through Tenant Satisfaction Measures (TSM's).

Three workstreams were designed to support this objective:

1. The **Local Pride** initiative
2. Improved maintenance of estate planters
3. Improved planning of grounds maintenance within the caretaking team

Success is measured through Tenant Satisfaction Measures. Overall satisfaction has not improved during the period. Satisfaction relating to neighbourhood contribution increased from **71% to 73%**, while satisfaction with neighbourhood appearance reduced from **57% to 50%**.

Two contractors have now been procured to manage estate planters.

Improvements will be monitored through future satisfaction measures.

### **Project 3: Reduce the Carbon Footprint of the Office**

The success of this project is measured through carbon reduction.

BITMO has invested in LED motion-sensitive **lighting** across the office. This is anticipated to deliver:

- **~1 tonne CO<sub>2</sub> reduction per year**
- **~50% reduction** in electricity used for lighting

This carbon saving is equivalent to the **annual carbon absorption of approximately 45 mature trees**.

### **Project 4: Support Food Growing in Belle Isle**

The success of this project is measured through tenant feedback.

The former bowling green is now used as a community food-growing project, operated by Incredible Edible. This initiative supports community wellbeing, food resilience, and local engagement.

Tenant feedback is being obtained.

### **Project 5: Increase Biodiversity Through Planting and Reduced Grass Cutting**

This is measured through TSMs.

There has been no progress against this objective during the year. On the contrary, in response to tenant feedback, the frequency of grass cutting has been increased at the corner of **Winrose Grove and Belle Isle Circus**.

### **Project 6: Improve Response to Anti-Social Behaviour (ASB)**

This is measured through TSMs.

Two workstreams underpin this objective:

1. Continuous improvement in ASB case management through quality assurance and staff training.
2. Cross-team ASB action days to increase visibility and awareness.

Tenant satisfaction has increased from **51% in 2024-25 to 59% in 2025/26** (see below). This work will continue, with additional training and external case-management support planned.

### **Project 7: Raise Awareness of Domestic Violence and Safeguarding**

A number of meetings have been held to progress a domestic violence service offer. This work has not yet concluded and will be carried forward into the next planning period.

### **Project 8: Deliver a Succession Plan to Support a Strong Board**

This is measured through Board KPIs which show attendance at Board and appraisals.

Progress includes:

- Recruitment of new Board Members
- Appointment of a job-share Governance Officer
- Development of a Board training plan
- Establishment of an Operations Committee

A governance review will be undertaken in 2026.

### **Project 9: Develop the Board to Provide Community Leadership**

This is measured through the self-assessment built into appraisals.

Board members have strengthened their community leadership role through involvement in:

- The Belle Isle Circus petition
- The Breakfast Club
- Staffing the GATE on occasion

The Board training plan will support further development.

### **Project 10: Improve Tenant Information and Accountability**

This is measured through TSMS and quality assurance activity.

BITMO has produced clear tenant information on services and service standards. Quality assurance activities confirm alignment between delivery and standards, with continuous improvement in place.

### **Proposed projects for 2026/27**

- Continue to strengthen the offer in relation to ASB.
- Finalise the Domestic Violence (DV) response and prevention service offer.
- Develop a project around building tenant control.
- Support 2-4 Board members to participate in the HDN Board Excellence Programme

- Explore accreditation as an Investor in Wellbeing as part of the liP framework.
- Continuous improvement based on TSM results.

## **Conclusion**

Delivery of the plan has been variable. Key successes are in relation to investing in people's homes through our thermal efficiency programme which will continue into the next year and Supporting people to live well through the improvements in the ASB service.

Areas where we need to continue focus are in relation to DV and Board development.

## **Recommendation:**

The Board is requested to APPROVE the review of delivery of the Five-Year Plan and COMMENT on the proposed priorities for 2026/27

## **Notes:**

## 5. Operations Committee Report

### **BITMO**



#### Board of Management Report

**Meeting Date:** 5<sup>th</sup> February 2026

**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 8<sup>th</sup> January 2026.

#### **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	✓		

## 5.1 Performance reporting

A revised reporting structure was agreed to enable the Committee to examine performance in depth and the Board to receive a summary of key details.

The Committee would receive:

- Tenant Perception Measures (TPM's)
- Supplementary TPM's
- Management Information Measures (MIM's)
- Supplementary MIM's
- Other Key Performance indicators, covering;
  - Investing in Peoples Homes
  - Building Tenant Control
  - Supporting people to Live Well

Board would then receive detail of:

- TPM's
- MIM's

### (i) Tenant Perception 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

Belle Isle TMO				BITMO 2025-26						LCC	Var
Tenant Perception Measures	TPM	BITMO 2023-24	BITMO 2024-25	BITMO Q1-3	Spark	BITMO Q1	BITMO Q2	BITMO Q3	Spark	Q1-3	BITMO-LCC
Overall Satisfaction	1	72%	75%	78%		82%	78%	72%		70%	8%
Repairs Last 12 Months	2	77%	82%	79%		84%	81%	73%		76%	3%
Time Taken Repairs	3	74%	82%	78%		81%	81%	73%		78%	0%
Well Maintained Home	4	76%	73%	77%		81%	79%	71%		70%	7%
Safe Home	5	80%	79%	80%		84%	85%	71%		75%	5%
Listens & Acts	6	62%	65%	66%		73%	67%	58%		57%	9%
Kept Informed	7	75%	78%	79%		79%	83%	76%		71%	8%
Fairly & with Respect	8	80%	79%	82%		86%	84%	76%		73%	9%
Complaints Handling	9	27%	41%	33%		29%	42%	27%		28%	5%
Communal Areas	10	80%	69%	69%		71%	80%	56%		66%	3%
Neighbourhood Contribution	11	75%	71%	73%		78%	69%	74%		62%	11%
Approach to ASB	12	55%	51%	59%		54%	61%	62%		54%	5%

We aim to get over 70% in all areas. Anti-social behaviour and complaints handling remain well below this target. Satisfaction levels with maintenance of Communal Areas and how we 'Listen and Act' are just below the target.

It was reported that quotes have been received for work to conduct a deeper dive into these areas. In particular, the question on anti-social behaviour is not targeted at BITMO services, but rather at people's perception of problems in their area. In terms of timescales it was reported that the launch of the supplementary service would probably not commence until the Spring 2026.

## (ii) Management Information Measures

- 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)

## Management Information Measures (January 2026)

Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-2	Nov 25 update	Comments/Notes
CH01	Complaints numbers	Complaints relative to the size of the landlord - Stage 1	N/A	20.30	19.29	N/A	Q1: 16 complaints at Stage 1, Q2: 19 complaints at stage 1.
		Complaints relative to the size of the landlord - Stage 2	N/A	4.39	2.76	N/A	Q1: 2 Stage 2 complaints, Q2: 3 stage 2 complaints.
CH02	Complaints responses	Complaints responded to within target time - Stage 1	N/A	97.30%	88.57%	N/A	Q1: 1 out of 16, Q2: 3 out of 19 overdue.
		Complaints responded to within target time - Stage 2	N/A	100.00%	100%	N/A	All responded within time.
		Number of complaints referred to the Ombudsman	N/A	1	0	N/A	
NM01	Anti-Social Behaviour	Anti-Social Behaviour (ASB) cases relative to the size of the landlord	N/A	2.24%	1.04%	N/A	19 cases.
BS01 (TSM)	Gas Safety Checks	Proportion of homes for which all required gas safety checks have been carried out	100%	98.35%	99.45%	99.45%	1818/1828 properties have a valid CP12 certificate.
BS02 (TSM)	Fire Safety Checks	Proportion of homes for which all required fire risk assessments have been carried out	100%	100%	100%	100%	New FRA's completed - compiling a list of actions from these, current ones are still in date.



Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%	74.19%	92.15%	92.15%	81 properties (331 dwellings) blocks require reinspections - 74 properties(305 dwellings) have had a reinspection carried out - 7 properties (26 dwellings) require a reinspection.
Proportion of homes for which all required legionella risk assessments have been carried out	100%	100%	100%	100%	6 properties affecting 6 dwellings are compliant.
Proportion of homes that do <u>not</u> meet the Decent Homes Standard	≤ 1%	3.7% (67)	2.0% (37)	2.0% (37)	37 dwellings on the ND list - 1 x Chimney - 2 x Effective Insulation - 2 x Electrical Hazards - 27 x Wall Covering - 5 x Windows - inspections raised to check wall covering and insulation - Inspections have been carried out by surveyor - problem with Foundation updating in Windows 11.
Percentage of emergency repairs completed within target timescale	≥ 94%	N/A	98.49%	100% for November 2025.	80+90+104+103+103+108 / 81+90+105+104+105+112
Percentage of non-emergency repairs completed within target timescale	≥ 85%	N/A	95.99%	278/292 routine jobs were completed in Nov 2025	259+275+317+245+178+236 / 268+285+329+256+188+247

Complaints handling was one issue that was subsequently looked at during the Regulator visit to LCC. Two new processes have been implemented across Leeds CC and BITMO as a result of the review.

- (i) If a complaint related to staff conduct then a bespoke interview form is completed and trends analysed.
- (ii) If there is any doubt as to whether the matter is a complaint or a service request then the tenant will be asked to confirm whether they wish the complaint process to be pursued.

## **5.2 Repairs Review**

This item is reported under paper Part B

## **5.3 Enhanced Service Offer Spending Plans**

BITMO held £1.9m in free reserves as at 31<sup>st</sup> March 2025. That is cash in the bank that should be used for the benefit of the tenants in Belle Isle. It is money that has accrued over a number of years of generating small surpluses. It is some £1m over and above the amount required to be retained to comply with the organisations reserves policy.

At the Board Strategy Day in August the Board considered the importance of using the available reserves held to improve services and amenities for tenants. We discussed options for what the Board want to see more of. Those that are most practical to deliver given the resources within the organisation are set out. It is expected that these service enhancements will deliver £495k of additional expenditure in 2026-27. Up to £173k of this to be recurring year on year as resources allow and Board priorities adjust.

Proposed expenditure:

### **Cyclical Gutter clearing programme**

We do not currently have a gutter clearing programme. Having one in place would act as preventative maintenance, preventing blockages, overflows and damage to pointing.

£30k Could be made available annually. The work to be carried out by Mears.

### **Tree survey and asset map**

We have approached LCC procurement to support us to identify and commission a panel of tree surgery companies who we would be able to commission to carry out tree work on a draw down basis. We anticipate spending £30k per year.

### **Accelerated thermal efficiency programme**

Board have considered and given in principle approval to supplement the planned maintenance programme to the value of £300k. This will include an increased thermal efficiency programme.

### Tool library

There is demand from tenants for a wider collection of gardening tools. We propose buying £2,000 worth of strimmer, mowers and loppers and wheelbarrows.

### Enhanced repairs standard

Supplementing revenue spend on repairs by £45k will enable a higher void standard, which improves the decorative condition and flooring in properties.

Repairs to garage roofs and doors have been de-prioritised over the last number of years. We have reversed this practice and will carry out roof repairs and garage door repairs as required. We anticipate spend of £20k on this.

### Enhanced grounds maintenance service

Board have already approved spend of £65k per year for two years to improve the appearance of the estate through the planter programme.

### Enhanced ASB service

We have carried out training for staff on ASB and plan to access external expertise to support the team to achieve positive ASB outcomes, on a case by case basis. We anticipate spending £3k per year on this.

### Environmental improvements

Board have previously discussed creating gathering spaces around the estate, and outside the BITMO office. Street furniture has been researched and prices obtained. We would work with tenants to identify up to five locations in which £5 - £15k worth of street furniture would be placed. Mears have indicated that they would fund this out of their social value budget. The total value of work is anticipated to be £40k.

Proposed spend profile			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Total
			£(000's)	£(000's)	£(000's)	£(000's)	£(000's)	5 years
Cyclical gutter cleaning			30	30	30	30	30	150
Tree survey and asset map			30	30	30	30	30	150
Capital Works inc Thermal Efficiency			300					300
Tool Library			2					2
Enhanced Repair Standard	(i) Voids		45	45	45	45	45	225
	(ii) Garages		20					20
Grounds Maintenance			65	65				130
Enhanced ASB service			3	3	3	3	3	15
Environmental Improvements			40					40
	Funded from Mears Social Budget		-40					-40
			<b>495</b>	<b>173</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>992</b>
<b>Reserves</b>								<b>1931</b>
<b>Residue</b>								<b>939</b>
Previously agreed expenditure:								
	TSM survey work		10					
	Lift Off start up injection		10					20
<b>Residue</b>								<b>919</b>

Increasing expenditure on the void standard, cyclical repairs and planned maintenance will improve the quality of homes which is key to the Safety and Quality Standard.

Increasing expenditure on grounds maintenance, tree works and ASB will improve the appearance of the estate which is key to the neighbourhood and community standard. Tenants will be involved in determining where environmental improvement works will be carried out which is fundamental to the transparency influence and accountability standard.

Promotion of the works included in these spending plans and involvement of the community will improve scores in relation to the Tenant Satisfaction Measures.

**Recommendation:**

Operation Committee recommended that Board APPROVE the above spending plans, subject to annual review.

**Notes:**

## 6. Finance Committee Report

### **BITMO**

#### **Board of Management Report**

**Meeting Date:** 5<sup>th</sup> February 2026

**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 15<sup>th</sup> January 2026.

#### **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 (see paper Part B)
- Revenue Management Accounts 2025-26
- Capital Accounts 2025-26
- Preliminary Revenue Budgets 2026-27
- Staffing Update

## 6.1 LCC Management Allowance

Presented per paper Part B

## 6.2 Revenue Management Accounts

It was reported to the Committee that finances were overall on track to not exceed budget spend and that income was showing as higher than expected due to:

- The receipt of void incentive payment for being less than target numbers for
- Higher than expected bank interest.

There was increasing pressure on some responsive repair budgets. This is partly due to the expected cost savings from the employment of a handyperson not materialising (because of the Repairs Team review). Going forward, there will be increased winter costs and also an expected 9% increase in contract rates with the main contractor on rates from 1.10.25. This could mean an additional circa £60k cost over the 6 month period from 1.10.25 to 31.3.25.

Some repair budgets are unspent because billing is awaited from Leeds Building Services. They are being chased to ensure billing is completed.

The planned £100k contribution to capital works was not yet spent but this was expected to happen by the year end.

### Management Accounts For the 8 months ending 30th November 2025

Expenditure	Budget £	Year to Date Budget £	Actual Spend £	Variance
<b>EXPENDITURE:</b>				
RESPONSIVE MAINTENANCE	1,493,780	1,025,735	1,052,650	(26,915)
CYCLICAL MAINTENANCE	<u>723,915</u>	<u>445,910</u>	<u>370,249</u>	<u>75,661</u>
<b>TOTAL MAINTENANCE</b>	<b>2,217,695</b>	<b>1,471,645</b>	<b>1,422,899</b>	<b>48,746</b>
COMMUNITY DEVELOPMENT	267,587	177,471	181,514	(4,043)
INCOME AND TENANCY	335,193	223,129	194,496	28,632
TENANCY SUPPORT	323,715	216,016	196,216	19,800
RETIREMENT LIFE	117,817	78,544	77,225	1,320
CORPORATE RUNNING COST	212,559	117,556	117,042	514
CORPORATE STAFFING COST	419,776	278,317	256,811	21,505
SERVICE LEVEL AGREEMENTS	63,453	42,302	42,302	0
DEPRECIATION				
<b>TOTAL EXPENDITURE</b>	<b>3,957,794</b>	<b>2,604,979</b>	<b>2,488,505</b>	<b>116,474</b>
<b>INCOME:</b>				
Management Fee and Other Income	3,911,537	2,607,645	2,639,998	32,353
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(46,257)</b>	<b>2,666</b>	<b>151,493</b>	<b>148,827</b>
<b>Thermal Efficiency</b>	<b>(100,000)</b>	<b>0</b>		<b>0</b>
<b>Community Fund Costs</b>	<b>(52,000)</b>	<b>(32,286)</b>	<b>(14,248)</b>	<b>18,037</b>
<b>(Deficit) after exceptional items</b>	<b>(198,257)</b>	<b>(29,620)</b>	<b>137,244</b>	<b>166,865</b>

## 6.3 Capital Accounts

Current spend is therefore 77% of the budget of £1.6m and full spend is expected by the end of the financial year.

### Spend summary against budget

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	424,381	- 122,281	1
Kitchens And Bathrooms	98,000	84,000		84,000	1
Kitchens And Bathrooms	40,000	32,000		32,000	1
Boiler Replacement / Remedials	230,400	209,917	159,061	50,856	2
Mansard roofs	145,600	193,538	161,282	32,256	3
Thermal Efficiency works	200,000	200,000	38,088	161,912	4
Windows	66,000	72,000	71,982	18	
Front Doors	38,500	210		210	5
Rear Doors	24,000	-		-	5
Side Doors	14,000	-		-	5
Rewires/Electrical Remedials	128,000	4,308		4,308	6
Adaptations	75,000	75,000	80,250	- 5,250	7
Adaptations	75,000	75,000	122,437	- 47,437	7
Unadopted Roads	20,000	20,000		20,000	8
Roofing	50,000	50,000		50,000	4
Capital Voids	123,200	150,000	124,513	25,487	9
Asbestos Surveys/Removals		-	-	-	
Fencing		-	-	-	
Repointing		-	-	-	
Decency Failures	50,000	50,000	34,534	15,466	
Staff costs		81,927	16,133	65,794	10
				-	
<b>Total</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,232,661</b>	<b>367,339</b>	
				1,600,000	

Notes:

1. Kitchens and Bathrooms were completed in December.
2. Originally 128 boiler replacements, reduced to 104. Current expected number 133 with 51 to pay for as at 8.1.26. There has been recent high demand. Programmed spend of £263k in total. The current residue of £51k will therefore be overspent by at least some £44k.



3. Mansard roofs are complete (13 done).
4. Thermal efficiency works survey completed at Belle Isle Circus in November and programme being established.
5. Doors programme is not required, following stock condition work. Budget transferred.
6. Rewires to be rescheduled following low access rates – budget transferred.
7. Adaptations. Two large refurbishments may be needed (c.£146k) but have not been provided for above. One is a fire damage incident and funds will be sought from LCC for this work. Any excess over budget to come from reserves as previously reported.
8. Unadopted roads surveys complete and works being planned.
9. Capital voids – high cost in first 6 months. Budget may well be exceeded to come from reserves.
10. Staff costs are currently under budget and this will be investigated.

Those main areas which are being focussed on for completion are (i) Thermal Efficiency, (ii) Roofs and (iii) Boiler Replacements.

## **6.4 Preliminary Revenue Budgets 2026-27**

It was reported that work was underway to prepare budgets for the year ended 31.3.27. The Management Allowance income figure from Leeds City Council of £3,915k has been used as a preliminary figure whilst discussions continue on this matter.

Figures constructed to date were a starting point to get a view as to how adequately the proposed Management Allowance will cover expected costs for the year.

Discussions with managers would take place to ensure that all required costs are incorporated, but the figures given are based upon certain assumptions.

- General inflation is assumed to be up to 3.8% for most non-repair and non-staff costs.
- Main contractor costs expected to increase by 9% in accordance with the relevant inflationary index applicable to the contract.
- Staff costs expected to increase by 3.5%.

The proposed costs recommended by the Operations Committee at its meeting of 8.1.26 were included in the preliminary budget figures, to reflect the desired drawdown of reserves over coming years (see item 4 above).

**Belle Isle TMO**  
**Draft Preliminary Budget 2026-27 (V1)**

EXPENDITURE	Actual 2024-25 £	Budget 2025-26 £	Pre- Budget 2026-27 £	Variance 2025-27 £	Notes	%
Responsive Maintenance	1,363,370	1,493,780	1,737,301	243,521	1	16.3%
Cyclical Maintenance	597,283	723,915	772,765	48,850	2	6.7%
<b>Total Maintenance</b>	<b>1,960,653</b>	<b>2,217,695</b>	<b>2,510,066</b>	292,371		13.2%
Community Development	249,201	267,587	303,547	35,961	3	13.4%
Income & Tenancy	310,096	323,194	309,975	(13,219)	4	-4.1%
Tenancy Support	247,897	323,715	291,715	(32,000)	5	-9.9%
Retirement Life	112,092	117,816	120,545	2,729		2.3%
Corporate Running Costs	202,146	224,558	182,249	(42,309)	6	-18.8%
Corporate Staffing Costs	400,295	419,776	427,044	7,268	7	1.7%
Service Level Agreements	66,559	63,453	65,864	2,411	8	3.8%
				0		
<b>TOTAL EXPENDITURE</b>	<b>3,548,939</b>	<b>3,957,793</b>	<b>4,211,005</b>	253,212		6.4%
<b>INCOME</b>				0		
Management Fee and Other Income	3,862,431	3,911,537	3,970,834	59,297	9	1.5%
<b>OPERATING SURPLUS/(DEFICIT)</b>	313,492	(46,257)	(240,171)	(193,914)		
<b>Capital programme</b>	(100,000)	(100,000)	(300,000)	(200,000)		
<b>Community Fund Costs</b>	(49,084)	(52,000)	(52,000)	0		
<b>(Deficit) after exceptional items</b>	164,408	(198,257)	(592,171)	(393,914)		

**Notes**

**1. Responsive repairs.**

Assumed inflation of 9% on main contract - per BCIS index.

This adds £68k in inflationary cost over and above the 3.8% used for other costs.

Consumer Prices Index at 30.9.25 was 3.8% and is used by LCC for non-staff costs.

Staff costs assume inflation adjustment of 3.5% as used by LCC.

Includes proposed £45k re enhanced void standard, and £20k re garages maintenance.

Includes contracted £65k re planter programme.

**2. Cyclical repairs**

Assumed inflation of 3.8% but may be higher.

Includes proposed annual gutter clearing programme £30k.

Includes proposed tree survey and asset map costs £30k.

**3. Community Development**

Includes Cost of Living Officer part time post for 12 months.

Includes £2k for additional tool library equipment.

#### **4. Income & Tenancy**

Transfer of Cost of Living Officer post to Community Development.

Transfer of Voicescape from Corporate costs.

#### **5. Tenancy Support**

Leeds Anti-Social Behaviour team recharge taken out of Management Agreement.

loss of costs and income and so cost neutral.

Enhanced ASB service cost proposal £3k.

#### **6. Corporate Running Costs**

Current year had budget costs for office lighting and counter refurbishment.

Some additional Board training costs £3k.

#### **7. Corporate Staffing**

Additional staff training £3.5k.

#### **8. Service Level Agreements**

Assumed inflation 3.8%.

Under review with Leeds City Council.

#### **9. Income**

Provisional Management Fee per LCC of £3.9m - subject to arbitration from 16.1.26.

No provision for Void Incentive income, as these are dependent upon numbers of empty properties through the year.

### **Conclusion**

The net result for the year shown above would be a deficit of £592k after allowance for the potential capital spend injection of up to £300k. The potential deficit of £240k on normal operating activities could be seen as roughly representing the reduction in management allowance of £29k, plus the anticipated additional revenue expenditure of £195k presented to the Operations Committee as above (£495k less £300k capital). As such it would fit in with the reserves reduction programme presented to the Operations Committee. The proposed Community Fund expenditure of £52k is included as a separate line, adding to the deficit and this needs to be considered as part of the reserves reduction programme going forward.

## 6.5 Staffing Update

Updates given on recruitment, including some temporary help in the Repairs team for dealing with damp & mould matters and the fire safety action plan.

### **Recommendation:**

The Finance Committee recommended that the Board:

- (i) ACCEPT the report on Management Fee actions reported in paper Part B;
- (ii) ACCEPT the Revenue Accounts report;
- (iii) ACCEPT the Capital Accounts report;
- (iv) APPROVE the initial outline draft Revenue Budget – subject to changes to be brought to the April board meeting
- (v) ACCEPT the staffing update report

### **Notes**

## 7. Board Training

### **BITMO**



### **Board of Management Report**

**Meeting Date:** 5<sup>th</sup> February 2026

**Report Title:** Board Training

**Author(s):** Peter Olver

#### **For Information/ Decision/ Discussion**

#### **Executive Summary:**

The report provides a summary of the proposed individual Board training plans.

#### **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**

No specific consultation required.

#### **Financial implications**

There are no financial implications.

#### **Risk implications**

The key risk is that the framework does not cover the breadth and level of training needed and so it will be continually monitored for effectiveness.

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	✓		

BITMO has a commitment to ensure that all volunteers and staff have the necessary training to undertake their roles.

Staff members have individual training plans and it is intended that Board members will also have these. They will comprise:

- (i) Induction sessions.
- (ii) Bitesize training sessions though the year to inform members of their roles and responsibilities and the work conducted in individual areas of operation of the organisation.
- (iii) Training relating to in standard areas of responsibility which are necessary to oversee an organisation such as BITMO.
- (iv) Additional training as the roles demand or where a need is identified during the appraisals process.
- (v) The opportunity, on a two or three yearly basis, to attend the annual conference of the National Federation of Tenant Management Organisations. The conference includes many workshops on important areas of TMO operation and also present the opportunity to network and learn from other likeminded organisations in a national forum.

Individual training plans will be constructed and reviewed during annual appraisals.

Tracey McGarry will be taking the lead in organising a lot of the external training courses. She has been conducting research and can report as follows:

### **BITMO Board Training**

Commodious is an online training website that provides simple, low-cost courses. All training is done online, so Board members and staff can complete it at any time that suits them. When a course is finished, a certificate is provided straight away.

The courses cover important topics such as Data Protection, Equality, Safeguarding and Health & Safety. Most courses cost £10–£15, and there are free trial courses, so people can try them before BITMO spends any money. Commodious is a UK-based provider with recognised accreditation, and it also offers a free system to keep track of who has completed which training.

## Why This Is Helpful for BITMO

Using Commodious means BITMO can train all Board members for roughly the same cost as sending just one or two people on traditional training. It helps keep costs low and predictable, spreads training out over the year, reduces risk when Board members leave, and makes sure BITMO meets its legal and safety responsibilities. The certificates also provide clear evidence for audits and assurance.

## Regulator of Social Housing Standard

Training Area	RSH Standard(s)
Equality & Diversity	Tenant Involvement & Empowerment
Data Protection	Tenancy Standard (data handling)
Safeguarding	Home Standard (safety & wellbeing)
Health & Safety	Home Standard
Complaints	Complaints Standard
Tenant Voice	Tenant Involvement & Empowerment
Development	Governance & Financial Viability Standard (skills)

### How Much It Costs

- Free trials: £0
- Course bundles: £30–£35 per person for 9 – 15 courses
- Individual courses: £10 – £15 each

For 8–10 Board members, the total annual cost is around £320–£450 + VAT. This is excellent value compared to traditional training, where a single CIH course can cost £200–£325 per person.

BITMO have access to some learning (if available) through an LCC system called PALS for internal training. We are looking into the option of these sessions being presented in the GATE to a group.

PALS covers short sessions on Safeguarding, Equality and Diversity, Data Protection as well as refreshers with these options will be used to supplement training, not replace, Commodious.

### Next Steps

- Start with free trial on Equality, Diversity and Inclusion course.
- BITMO will work with board members to check availability and schedule sessions.
- Board members will also get BITMO support while completing courses. Aim to deliver training to 8 – 10 people per session.

### Other training

We would like to support training in other areas also. For instance we would be very interested in asking people to participate in the following:

[Board Trainee Programme - Housing Diversity Network](https://www.housingdiversitynetwork.co.uk/board-trainee-programme)  
<https://www.housingdiversitynetwork.co.uk/board-trainee-programme>

If you are interested in this please let us know at any time.

### Conclusion

Training plans are vital in ensuring that everyone performs to the best of their ability and is able to fulfil their functions. They will be discussed with individual Board members during appraisals and further detail of the standard courses that we need everyone to complete will be notified shortly.

### Recommendation:

Board is asked to ACCEPT the report.



## Notes

## 8. Board forward plan

**BITMO**



### **Board of Management Report**

**Meeting Date:** 5<sup>th</sup> February 2026

**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.

<b>Links to Regulatory Framework:</b>			
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 <sup>th</sup>	Urgent matters, Correspondence, Estate issues and Tenant feedback	Long Service Awards and Community Development Strategy	Board elections
December 4 <sup>th</sup>		Corporate Strategy	Safeguarding Complaints Finance / Ops Committees Anti-Social Behaviour (presented prior)
January		No Meeting	N/A
Feb 5 <sup>th</sup> 2026		Police matters	Budget preparation (Via Fin Comm) Repairs KPI's (via Ops Comm)
April 2 <sup>nd</sup>		Financial Inclusion	Budgets Review of Tenant Engagement Complaints Safeguarding
June 4 <sup>th</sup>		To be set by Board	GATE Programme HR Report (previously Aug) Performance KPI's (Ops Comm) Risk Register

			Retirement Life
August 6 <sup>th</sup>		To be set by Board	Statutory Accounts Key Performance Indicators Health & Safety report Safeguarding – verbal update Anti-Social Behaviour
September 3 <sup>rd</sup>		To be set by Board	AGM Complaints Safeguarding Repairs GATE programme
September 24 <sup>th</sup>			2026 Annual General Meeting (AGM)

## (ii) Board Member Bitesize Learning Sessions

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

## Recommendation

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

**Notes**

## 9. Any Other Business

None as at 29.1.26

**Notes**

### **Date of next meetings:**

<b>Operations</b>	<b>26.02.26</b>
<b>Finance Committee</b>	<b>12.03.26</b>
<b>Board</b>	<b>02.04.26</b>

## **APPENDIX 1**

### **BOARD MINUTES**

**BELLE ISLE TMO  
FULL BOARD  
Minutes of a Meeting  
Meeting held on  
Thursday 4<sup>th</sup> December 2025**

**Present:** Jean Burton  
Harry Austin  
Trevor Brown  
John Oddy  
Emma Walkley  
Paul Truswell  
Angela Weglarska  
Gerry Roberts  
Tracy Morris  
Katherine Youngs  
John Newbould  
Sherie Sweeney  
Cllr Wayne Dixon

**In Attendance:** Deborah Kelly (Chief Executive Officer)  
Peter Olver (Head of Governance & Finance)  
Curtis Jenner (Head of Repairs and Maintenance)  
Peter Sutton (Community Development Manager)  
Karen Hoole (Governance & Admin Support Officer)  
Tracey McGarry (Governance & Admin Support Officer)  
Mandy Sawyer (Leeds City Council) – for Management Allowance item only  
Simon Richardson (Leeds City Council)

**PART A – Public Agenda Items**

**Apologies**

Apologies were received from: Margaret Brown, Ashley Knowles, Emma Pogson-Golden

**Questions from the Public**

There were no members of the public present. There were no questions from the public.



## Issues raised by Board Members for the Agenda

There were no issues raised.

## Presentations

### (ii) Bitesize Training – Board Members as Community Leaders

Bitesize training was presented on Board members as Community Leaders.

## 1. Minutes and Matters Arising

The minutes of the meeting held on 16<sup>th</sup> October 2025 were approved.

Matters Arising from the meeting held on 16<sup>th</sup> October 2025 were as follows:-

Item	Update
Belle Isle Circus	518 signatures collected to date.
Potential conflicts of interest	Potential conflicts of interest were discussed. Further guidance will be provided to Board members shortly.
Staff Away Day	The Away will be held on 5 <sup>th</sup> December at the Royal Armouries. The office will be closed for the day and this has been publicised.
Tree Nursery	Planning permission applied for. Subsequent discussions have led to the conclusion that consent is not needed. Draft lease received on 27 <sup>th</sup> November.
Lift Off Charity	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	NatWest Bank Manager chasing account set up team.
Broom Crescent Ginnel	Report of being blocked for emergencies. Being investigated.

## Recommendation for Approval

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

***Approved***

## Management Allowance

Mandy Sawyer from LCC attended the meeting to discuss the Modular Management Allowance. She advised that they have identified a proposed reduction in the fee going forward, resulting from a review in accordance with statutory guidance.

BITMO was advised that LCC have been as flexible as they can in the allocation of the resource. An uplift in initial calculation regarding the overhead budgets of HR and Finance had been included. LCC were proposing to phase this in 2 years. This will be a £29k reduction in the first year 2026-27 and then full reduction of £58k from 2027-28.

The next step would be to invite BITMO to consider a response by next Friday so that the viewpoint of the organisation can be passed to the Chief Officer for inclusion in the Executive Board Report.

***Mandy was thanked by the Board for her input and left the meeting at this point.***

## 2. Operations Report

The Chief Executive Officer presented the Operations Report. She highlighted the following:-

### Review of Repair Service

The Board were reminded that a review of the repairs service is being undertaken. There will be some short term staffing requirement for damp and mould inspections and actions from the Fire Risk Assessment to be carried out.

### Colleague away day

The Colleague Away Day will take place on 5<sup>th</sup> December and will concentrate on the values of the organisation. She highlighted that the current values have been in place for a very long time.

There are currently 5 core values it may be time to re-evaluate these. Tenant leadership is not one of the values and it seems that this and being community centred should be introduced as additional values.

The CEO advised that there is a lot of work to do in next 5 years and we really need to focus on how we move forward.

### Tenancy Support Offer

Work is ongoing on our lettable standards and our tenant support offer to ensure that the properties we are offering people are of a good standard.

#### MMA Working Group

The group has met once and a further meeting is scheduled for w/c 8<sup>th</sup> December to discuss how the management agreement is framed going forward over the next 10 years.

#### Meeting Spaces

Exploring costs for meeting space for young people outside the office and how to utilise the space at Aberfield Gate more effectively.

#### Internal Audit

A quote for internal audit services has been accepted from TIAA who are a very well-known organisation to undertake an internal audit of the organisation.

#### **Recommendation for Approval**

The Board were asked to Accept the Operations Report and Approve.

- (i) The new Organisational Values outlined
- (ii) The current position regarding the MMA discussions

***Accepted and Approved***

### **3. Consumer Standards Self-Assessment**

The Chief Executive Officer presented the Consumer Standards self-assessment report. The report illustrates the latest self-assessment of three of the four consumer standards.

The Regulator has notified LCC that they will be carrying out an inspection in January 2026 and have made a document request to the Council but have not requested any information from BITMO other than that already supplied.

An improvement plan will be submitted to the Board early next year based on the self-assessment.

#### **Recommendation for Approval**

The Board were asked to Note and Accept the report.

***Noted and Accepted***

## 4. Planned Capital Programme 2026/2027

The Chief Executive officer reminded Board members that the Head of Repairs, Maintenance & Investment had prepared an asset management plan last year. This mapped out the expenditure over the next 5 years based on a stock condition survey.

The plan has been re-run on the basis of 80% stock condition data and is now more accurate.

The cost of the work required exceeds the budget available. Due to this the Board were asked to agree what level of reserves can be drawn down to supplement the budget.

The Chief Executive Officer advised that some sample testing needs to be done on the properties on the plan to prioritise the work required. A further plan will then be prepared and submitted to the Board

A proposal was made to release £300k to support expenditure on the programme during 2026-27.

### **Recommendation for Approval**

The Board is requested to discuss the report and Agree the level of reserves at £300k to be made to supplement the capital allowance provided by LCC.

***Discussed and Agreed***

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

The Chief Executive Officer presented a proposal to undertake a scrutiny exercise with the involvement of the Operations Committee and tenants.

The main purpose of the exercise would be to undertake an examination of the work that is carried out on void management, lettings and allocations and to make recommendations for improvements to the service. Recommendations will be presented to the Board for their approval and instruction on how they wish to proceed.

### **Recommendation for Approval**

The Board is requested to Approve the proposal.

***Approved***

## 6. Annual Health and Safety Report 2025

The Chief Executive Officer presented the Annual Health and Safety Report and advised that the report was submitted to the Board at a meeting held on 16<sup>th</sup> October 2025 where it was agreed that it would be resubmitted at the next Board meeting for sign off.

A recommendation was made for Board members to complete the health and safety checklist following confirmation by the Human Resources Manager that the following has been adhered to:-

- The Health and Safety Policy has been reviewed and re-issued in August 2024. The policy for 2025/26 had been reviewed and issued by Moorepay and will be issued to staff in due course.
- Staff continue to monitor health and safety and regular checks are undertaken. Full Quarterly office checks recommenced w/c 28<sup>th</sup> July 2025.
- Recommendations made by Health and Safety Consultants and other authorities are complied with.
- All health and safety issues raised were addressed. Any concerns can be raised to Managers, or by the Colleague Forum.

A recommendation was made by the Board for the Chair to be authorised to sign off the Health and Safety checklist.

### Recommendation for Approval

The Board were asked to Accept the Report and to authorise sign off of the Health & Safety Checklist.

***Accepted and authorised***

## 7. Local Lettings Policies

The Chief Executive Officer presented a report on the Local Lettings Policy. She explained that the organisation is obliged to follow the allocations policy of the Local Authority and that Leeds City Council has removed most of the Local Lettings Policies that it operates.

She advised that BITMO could not therefore create it's our own Lettings Policy.

**Recommendation**

Board members were asked to recommend to Note and Accept the reports.

**Noted and Accepted****8. Fire Safety Policy**

The Chief Executive Officer reported that a comparison of the BTMO policy and the recently amended LCC policy has been undertaken.

A revised BITMO policy incorporating elements of the new LCC policy is currently being examined by LCC to ensure consistency and adherence of regulation.

**Recommendation for Approval**

The Board were asked to Review and Approve the revised Fire Safety Policy and Procedures documentation, subject to any changes required by the LCC review.

**Reviewed and Approved****9. Monitoring Updates: Complaints and Safeguarding**

The Chief Executive Officer gave an update on Complaints and Safeguarding

She advised that work is ongoing on Complaints handling to increase engagement with tenants during the complaints process.

It was highlighted that Safeguarding is a top priority to keep people safe and further communications will be made to staff and residents to help in prevention and increase reporting of incidents.

### ***Recommendation***

Board members were asked to recommend to Note and Accept the reports.

### ***Noted and Accepted***

## **10. Operations Committee Report**

The Head of Governance and Finance reported on the Operations Committee held on 30<sup>th</sup> October 2025.

### Young Tenants

A presentation was made by Mikey Marsden about his candidacy for the UK Youth Parliament. A proposal was made at the meeting to contact tenants under 30 years of age to try to engage them with BITMO.

It was agreed that young people and youth workers and families would be asked for their input into redesigning the area outside the office at Aberfield Gate to make the area into a potential recreational area.

### Performance Reporting

The Committee agreed that a more streamlined structure of reporting was required.

Historically there have been 3 separate reports:

- KPI's
- Tenant Perception Measures
- Building Safety Dashboard incorporating Management Information Measures

It was proposed that all data is presented to Operations Committees going forward and that TSM data (including supplementary data) is presented to Board, unless there are instances where more information is needed.

### Gate Signage

The CEO explained that as part of the ongoing Strategic review of the organisation and of the services provided by the GATE it was felt that an update to existing signage is needed.

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

- Support tenants
- Invest in tenants
- Build Tenant Control

A further sign was recommended to give more detail about the services offered.

## Xmas Closure Time and GATE Timetable

The Board were asked to approve the Xmas office closure times and the GATE timetable.

### ***Recommendation***

The Board were advised that the Committee recommended:-

- (i) The Young Tenants Group action points to be undertaken
- (ii) The new performance reporting structure
- (iii) The proposed GATE signage be approved
- (iv) Office and GATE Xmas closure times.

### ***Approved***

## **11. Finance Committee Report**

### LCC Management Fee

The recent management fee figure has been reduced by £60k on what the fee would have been for 2025-26.

The CEO had advised that 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.

BITMO is continuing 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, finance and human resources.

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.

### Strategic Spend Priorities

Potential areas of spend are:

- (i) Tenant Perception Measures enhanced surveys
- (ii) Painting of Canopies on the Brooms
- (iii) Enhancements of Belle Isle Circus

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



### Estate Planter Procurement

A procurement exercise has been undertaken for a company to carry out maintenance of the planters across the estate. The contract has been awarded for a period of 2 years at a cost of £50k per annum.

### Revenue Accounts

The Head of Governance and Finance presented the Revenue Accounts and the Capital Accounts and advised that the Revenue accounts indicate that income and expenditure were within budget overall as of 30<sup>th</sup> September.

Expenditure	Budget £	Year to Date Budget £	Actual Spend £	Variance	Notes
RESPONSIVE MAINTENANCE	1,493,780	767,662	707,736	59,926	1
CYCLICAL MAINTENANCE	723,915	308,707	232,828	75,879	2
<b>TOTAL MAINTENANCE`</b>	<b>2,217,695</b>	<b>1,076,370</b>	<b>940,564</b>	<b>135,806</b>	
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					
<b>TOTAL EXPENDITURE</b>	<b>3,957,794</b>	<b>1,925,893</b>	<b>1,757,727</b>	<b>168,166</b>	
<b>INCOME</b>					
Management Fee and Other Income	3,911,537	1,955,699	1,974,659	18,960	9
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(46,257)</b>	29,805	216,931	187,126	
<b>Thermal Efficiency contibution</b>	<b>(100,000)</b>	0	0	0	
<b>Community Fund Costs</b>	<b>(52,000)</b>	<b>(22,429)</b>	<b>(10,125)</b>	12,304	
<b>Surplus/(Deficit) after exceptional items</b>	<b>(198,257)</b>	7,377	206,806	199,429	

The Capital Accounts 2025-26 were as follows:-

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
				-	
<b>Total</b>	<b>1,600,000</b>	<b>1,675,692</b>	<b>899,982</b>	<b>775,710</b>	
				1,675,692	

#### Staffing Update

The latest staffing updates were given.

#### Xmas Appeal – Leeds South & East Foodbank

The Finance Committee were asked to consider a donation to Leeds South & East Foodbank to support their Christmas Appeal.

A letter from the Foodbank outlining the details of their requirements was provided at the meeting to aid the Committee with their deliberations.

#### Lift Off Charity

It was agreed that objects of the Lift Off Charity would be distributed.

These are as follows:-

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 OF SUPPORT INCLUDING BUT NOT LIMITED TO FINANCIAL SUPPORT.

### **Recommendation**

The Board were asked:-

- (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 Planner Procurement
- (iv) Accept the Capital Accounts report
- (v) Accept the staffing update report
- (vi) Approve the £300 donation to Leeds South & East Foodbank Xmas Appeal
- (vii) Review the Lift Off charitable objects to see if training/educational activities could be encompassed in due course

**Accepted and Approved**

## **12. Board Forward Plan**

The Board Forward Plan was presented as follows:-

<b>Date</b>	<b>Headline Report</b>	<b>Discussion Topic</b>	<b>Area for Scrutiny and Approval (not including standing items)</b>
October 16 <sup>th</sup> 2025	Urgent matters Correspondence Estate Issues and Tenant Feedback	Long Service Awards and Community Development Strategy	Board Elections
December 4 <sup>th</sup> 2025		Corporate Strategy	Safeguarding Complaints Performance KPI's Finance Committee Anti-Social Behaviour
January 2026		No Meeting	N/A
February 5 <sup>th</sup> 2026		Police Matters	Budget Preparation Repairs KPI's Risk Register Finance Committee
April 2 <sup>nd</sup> 2026		Financial Inclusion	Budgets

			Complaints Safeguarding Finance Committee
June 4 <sup>th</sup> 2026		To be set by the Board	GATE Programme Performance KPI's (Ops Comm) Risk Register (b/f March) Retirement Life
August 6 <sup>th</sup> 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 <sup>rd</sup> 2026		To be set by the Board	AGM Complaints Safeguarding Risk Register Repairs GATE Programme
September 24 <sup>th</sup> 2026			2026 Annual General Meeting

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

Date	Title
Oct 2025	<b>Being a Board Member</b> Skills training and responsibilities <b>The GATE: Development and Impact</b> Implementation of the new outreach strategy
Dec 2025	<b>Board Members as Community Leaders</b> BITMO as a tenant led organisation
Feb 2026	<b>Repairs and Maintenance</b> Responsive and Planned works
April 2026	<b>Rent Collection and Support</b> An update on how we support a positive rent payment culture
June 2026	<b>The GATE – Development and Impact</b> Implementation of the new outreach strategy
Aug 2026	<b>Lettings</b> How we let properties
Sept 2026	<b>Community Development Opportunities</b> Partner discussion

***Recommendation***

Board members were asked to discuss Note and Approve the Board Forward Plan

***Noted and Approved***

**13. Any Other Business**

13.1 Proposed Donation

The Board were advised that Voluntary Action Leeds, via Health for All, have awarded a £1,000 grant to BITMO to host a Warm Welcome Space for 2025.

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

***Recommendation***

Board members were asked to Approve the donation of £500.

***Approved***

**Date of Next Meeting: Thursday 5<sup>th</sup> February at 6.00pm**

**APPENDIX 2**

**GATE**

**Programme**

**February 2026**



# February in BITMO's GATE



PRINT  
CITY

Download the  
app to print in  
BITMO's GATE.

Need help with employment or training? Call into the GATE and we will put you in touch with an Employment and Skills Worker.

## Monday Open 9-1pm

**Welcome Space** We are open all morning, drop in for a drink, toast and a chat

**Sew 2gether 10-12pm** Come together, meet new people and sew your own or group projects

**Stop Smoking** Call 0800 169 41219 for an appointment on a Monday morning

## Tuesday Open 1pm-7pm

**9-10.30am Stay and Play** with your under 5s with Windmill Children's Centre

**1.15-3pm Improve your Digital Skills** for beginners call Tracey 07891 270094

**3.30-5.30pm Free hot meal for all made by the Community Kitchen Volunteers**

**4.15-6pm English and Maths tutoring for children in Year 4 and 5** Call Peter to find out more and book a place 07891 274237

**Men's Group 7-9pm MINT** Men in Need Together - men's group

## Wednesday Open 9-1pm

**Social Crafty Space** All welcome.

Tasty toasties served 10-12pm

Get crafty your own way - bring along your craft, knitting, crochet or what you like and get creative with others.

**9:30-11:30 Gael** from Adult Learning joins pop in and speak with Gael about any learning questions you have.

## Thursday Open 1-5pm

**9:30-11am Baby Group** for babies up to 12 months old/learning to walk

**Welcome Space** We are open all afternoon. Pop in and help yourself to a cuppa and have a chat

## Special Events in the GATE...

**Thursday 5<sup>th</sup> starts at 1pm**

Learn about making soup, enjoy a bowl of soup. FREE raffle tickets and prizes to be won.

**Wednesday 25<sup>th</sup> 10am-12pm**

Make special book cushion for yourself or someone else with Gael.

Jump aboard the  
**Story Bus at  
BITMO's GATE  
in February**  
Tuesday 10<sup>th</sup>  
Tuesday 24<sup>th</sup>  
10:15-12pm



## GREEN FINGERS??

Every Friday at Belle Isle Orchard (Belle Isle Circus) Gentle Gardening with Incredible Edible Volunteers Interested??

Want to know more call Jo 07891 271692



Interested in  
**Julie's Ancestry  
sessions?**  
**Fridays 10-12 & 1-3**  
**Term Time only**  
**email:**  
**juliesancestrygroup**  
**@gmail.com**



## In BITMO's GATE.....

**Tuesday 3<sup>rd</sup> 11-1pm**

**Stronger Together:** a monthly meeting for parents/carers of children & young people with additional needs

**Tuesday 10<sup>th</sup> 11-1pm**

**Carers Group** A support group and a time to talk for anyone who cares for someone.

**Tuesday 17<sup>th</sup> 11-1pm**

**Neuro Divergent Disability Support Group** for adults with diagnosed or undiagnosed ADHD or Autism.

## Half Term Holiday Activities

scan QR code for full details

Family fun and food on

the following dates in February

Tues 17<sup>th</sup>, Thur 19<sup>th</sup>, Fri 20<sup>th</sup>

Call Jo 07891 271692 / Tracey 07891 270094



