



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION**

BOARD MEETING

AGENDA AND PAPERS

Thursday 2nd April 2026 at 6.00pm

Refreshments from 5.30pm

**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 2nd April 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) LCC update on the Regulator of Social Housing inspection (see item 1 below)
- (ii) Bitesize training: Rent collection and support
An update on how we support a positive rent payment culture.

Meeting items:

1. Regulator of Social Housing inspection- update from Leeds CC (page 6).
2. Board Declarations (page 8).
3. Minutes and Matters Arising from the Board meeting held 5th February 2026 (page 9 & Appendix 1, page 57)
4. Operational Report (page 12)
5. Tenant Engagement and Consultation (page 20 and Appendix 2, page 69)
6. Internal Audit programme proposal (page 24 & separately enclosed)
7. Operations Committee Report (page 28)
8. Finance Committee Report (page 40)
9. Board Forward Plan – meeting details (page 53)
10. Any other business (page 56)

Part B – Confidential Items (Part B papers)

**BITMO Board meeting 2nd April 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
Presentation items	Bite Size training: Rent collection and support; supporting a positive rent payment culture	Helping tenants to help themselves through a fair transparent process.	Review the service provided.	Undertake the training and apply to organisational development 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, advise and accept the report
Tenant Engagement	Review of tenant engagement plans and operations.	Tenant engagement is vital to the success of the organisation.	Further enhance engagement to comply with regulator requirements.	Comment on and Accept the report
Operations Committee	Review of the latest meeting of the Committee on 26 th Feb.	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 12 th Mar.	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.
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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. Regulator of Social Housing inspection (for information)

Letter from Adam Crampton (LCC Chief Housing Officer) 25th March 2026:

Dear BITMO Board Member

As you are aware, earlier this year, Leeds City Council underwent its first inspection under the new social housing regulatory framework. As part of this process, the Regulator met with BITMO Board Members alongside other involved tenants, Elected Members, managers and other stakeholders. They also reviewed an extensive range of documentation and observed the work of various boards, committees and groups.

Today, the Regulator has published its Regulatory Judgement. **Leeds City Council has been assessed as C2, the second-highest of four possible gradings.** A C2 rating means that while tenants are generally receiving positive outcomes, there are some weaknesses that require improvement. The RSH identified two specific areas for improvement:

- The council currently holds full stock condition information for only 61% of its homes.
- 9% of homes had an outstanding electrical safety check at the time of inspection.

As a housing service, we take our responsibilities to provide high-quality, safe homes extremely seriously. We were already fully aware of these issues before the inspection and had begun making strong progress to address them.

Importantly, the Regulator's judgement also highlights several significant strengths in our service, including:

- An effective, efficient and timely repairs service, with 93% of non-emergency and 95% of emergency repairs completed on time.
- A proactive and responsive approach to managing damp and mould.
- Strong fire safety management, including across high-rise homes.
- Fair, effective and prompt complaints handling, with meaningful opportunities for tenants to influence policy and scrutinise service delivery.
- Effective partnership working to tackle crime and anti-social behaviour, including appropriate support for vulnerable tenants.

A copy of the RSH's full Regulatory Judgement is available [here](#) and a copy of the Council's response in its press release is [here](#)

I believe the Regulators findings represent a fair and accurate assessment of our progress since these important standards were introduced. One of our core values is placing customers at the heart of everything we do, and I was particularly pleased that the report recognises the positive outcomes being delivered through our people-focused culture.

I'd like to extend my sincere thanks to you all for your contribution to the inspection process – the Regulator shared very positive feedback about our tenant engagement framework and BITMO's work. The C2 grading is a reflection of the hard work, commitment and professionalism shown by everyone and marks a significant step forward in our continuous improvement journey. We will continue to work closely with the Regulator to address the areas identified, and we remain firmly committed to achieving a top-level C1 rating in the future.

A member of Housing's SMT will be joining your next BITMO Board on 2 April to share talk more about the outcome of the inspection, outline the areas of weakness and feedback points and provide an opportunity for you to ask questions. We look forward to working with you and your management team to review how the weaknesses and points of feedback apply to BITMO and agree actions to strengthen compliance.

Best Wishes

Adam Crampton
Chief Officer Housing
Communities, Housing & Environment
Leeds City Council

Recommendation:
Board is asked to NOTE the letter.

Notes:

2. Declarations

2.1 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.

2.2 Declaration of Understanding

Board members are asked to confirm that they have read the BITMO Board papers for the meeting on 2nd April 2026. They are asked to confirm that they understand what is expected of them in terms of decisions to be made and that if there have had any doubts they have contacted BITMO staff for clarification.

Recommendation:

Board is asked to make declarations as required above.

Notes:

3. 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 5th February 2026 (Appendix 1)**. The table below details updates on items not dealt with elsewhere on the agenda.

Matters Arising:

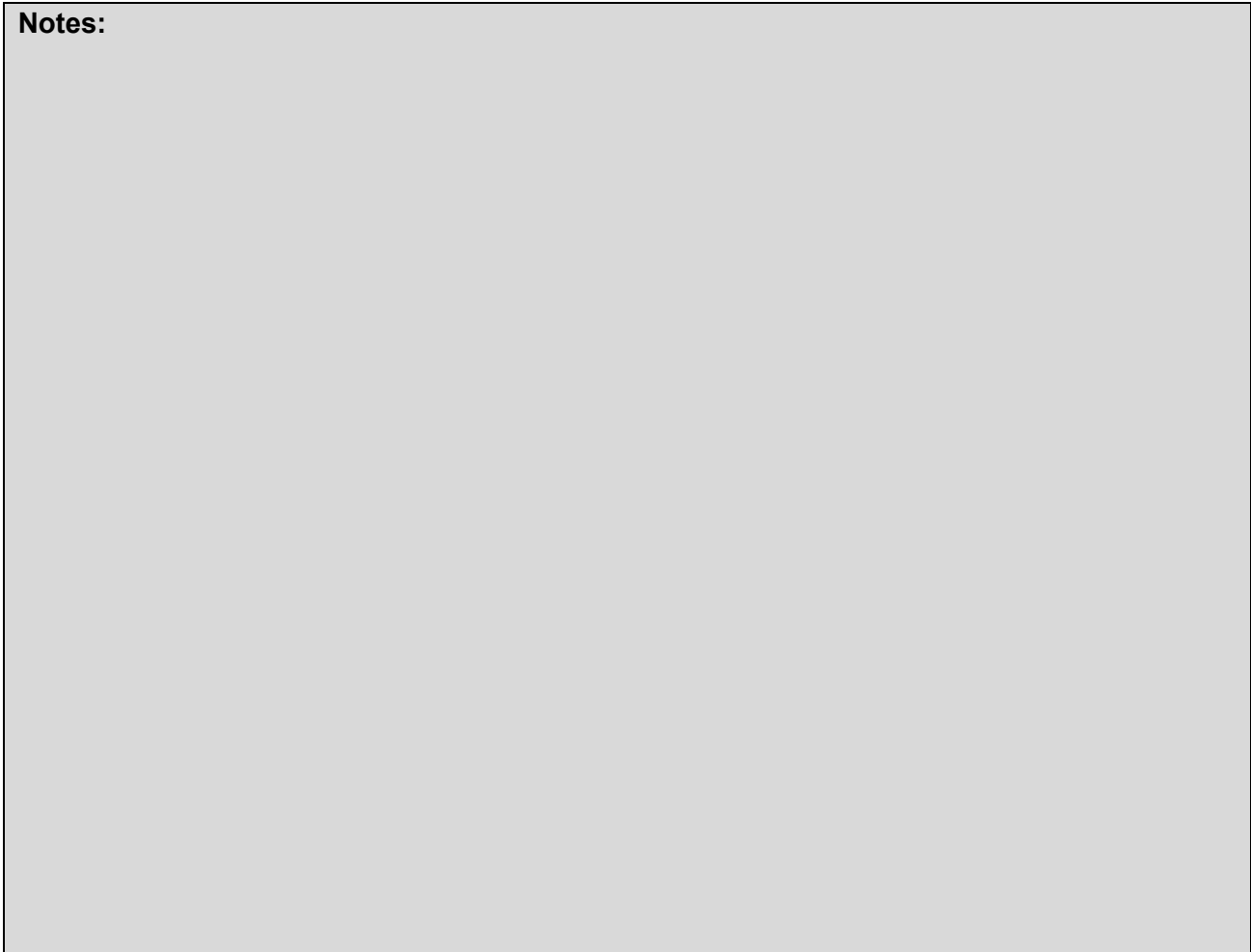
Action	Description	Owner
2.1	Tree Nursery: Await confirmation from Fruitworks regarding the Tree Nursery lease.	PO
	Fruitworks have communicated that they have engaged a consultant to examine the draft heads of terms.	
2.2	Office signage: Install explanatory board for GATE activities following main sign change.	PS
	Content being compiled.	
2.3	Development of green spaces: Begin resident consultation on green spaces.	PS
	Consultation has begun with residents to get feedback on the potential development of various green spaces across the estate becoming gathering and activity spaces for people. Focus has been on the Swamp in particular. Any local Police feedback is being sought.	
3.1	Multi Use Games Area (MUGA) Ensure MUGA floodlighting does not impact nearby homes.	PS
	The Board asked staff to ensure that this lighting does not interfere with peoples properties. This is being worked into the job specification.	
3.2	Share survey results at next meeting.	DK
	Surveys on planned works, and customer services has been carried out and is reported below.	
3.3	Tenancy Management Issue: case update	LF
	20.3.26 update: Tenant will not engage with BITMO or Housing Options. Adult Social Care (ASC) involved and so Police not asked to intervene. ASC will visit property with a member of BITMO staff. We can uncap gas but only after it has been cleared as a fire risk. BITMO can remove the rent charge whilst work underway. Tenancy will remain secure. Tenant seen recently in public.	
3.4	Terminology: (i) Reader friendly presentation. (ii) Review of terminology used when describing difficulty accessing homes.	All
	(i) Papers to use clear language which does not assume prior knowledge of issues. (ii) Descriptions such as 'particularly vulnerable' not necessarily suitable in certain cases when describing the difficulty in accessing homes for compliance checks. Wording will in such cases avoid implying dependency or incapacity.	

3.5	Board appraisals: Provide HDN course info and arrange Board self-assessments.	TMc
	Self-assessment meetings mostly complete with positive feedback and HND course details communicated. Appraisals to be arranged for April.	
4.1	Provide feedback on Grass Cutting priority.	DK/PS
	Comments made in favour of increased grass cutting when requested by a meaningful number of tenants. Request for more discussion on increasing wildlife and biodiversity. To be reported to a future meeting.	
4.2	Raise concerns with partners about reduced police visibility.	DK
	Board members felt that reduced police patrols were impacting perceptions of safety, and asked that this be raised with partners. To be reported to a future meeting.	
4.3	Safeguarding and Domestic Abuse	DK/LF
	Board members with prior experience in DV work offered to support the development of a revised approach and assist staff training. Consultation to be initiated.	
4.4	Governance Review	PO
	Governance audit scheduled for 2026. Proposals received from TIAA and being reviewed.	
4.5	Investor in Wellbeing accreditation	DK
	To be investigated as part of the 5 year plan.	
7.1	Board training plans	DK/TMc
	Individual training plans to be constructed following Board appraisals.	
8.1	Add Communications Plan and website improvements to agenda.	PS
	To be added to June 2026 agenda in replacement of the GATE programme item.	

Recommendation:

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

Notes:



4. Operations Report

BITMO

Board of Management Report

Meeting Date: 2nd April 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. Performance across core service areas remains stable, with strong compliance in key health and safety metrics and high levels of customer satisfaction in planned maintenance programmes.

However, there are areas requiring continued management focus:

- Void turnaround times remain above target
- A sustained backlog of damp and mould cases
- Ongoing pressure on responsive repairs budgets
- Engagement levels in tenant voice activities

Actions are in progress to address these issues, alongside wider service reviews and organisational development work.

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.

1. Purpose of Report

To provide the Board with a strategic update on operational performance, key risks, and organisational capacity following the latest Board Management Team (BMT) meeting.

2. Tenant Voice and Customer Experience

We have completed a survey regarding participation in the last ballot of tenants. The responses we received showed that 40% didn't know the ballot was happening. 25% knew but didn't get around to voting. This indicates that we need to do even more to promote the ballot in future years. Two-thirds of tenants who responded said it's important that BITMO stays tenant-led, so we need to make it easier for people to vote.

At the next ballot we will have pop up ballot stations across the estate, get staff and Board members involved in door knocking exercises to encourage people to vote there and then, use Voicescape to remind people of the ballot.

Through this consultation tenants told us that they want to see more of the following:

Investing in people homes - We're planning to put over £200,000 more into improving homes in 2026-27.

Supporting older residents:-Our tenancy support team provides weekly help and activities for older people.

Helping through financial hardship: We have two dedicated staff members supporting residents in financial difficulty.

Tackling anti-social behaviour: We've repossessed a property due to serious ASB and are working closely with police.

As we know, BITMO tenants report higher satisfaction than Leeds City Council tenants on average and we are committed to keep listening, improving services, and strengthening tenant control.

We have completed a survey regarding tenant experience of our customer service. We had feedback from 23 respondents regarding their experiences with the BITMO office and telephone

services. The survey covered in-person visits, accessibility, customer service, and service efficiency.

Office Visits & Contact

The majority of respondents have visited the BITMO office in the last 12 months.

100% of respondents reported calling BITMO.

Face-to-Face Experience

Average rating: 4.1 / 5

Staff were generally rated as friendly and approachable.

Most respondents felt listened to, though some variation exists.

Most respondents feel welcome in the building, with a few lower scores.

Opening Hours & Accessibility

Mixed feedback on current opening hours.

Strong indication that evening or Saturday opening would be helpful.

Telephone Experience

Average rating: 4.2 / 5

Most respondents find it easy to get through on the phone.

Wait times are generally acceptable.

Staff are consistently rated as polite and professional.

Issue Resolution

Staff generally understand issues and attempt to resolve them.

Resolution speed shows variability, with some low ratings.

This indicates a need for improvement in response times.

Key Strengths

Friendly and professional staff

Strong telephone accessibility

Positive overall customer experience

Areas for Improvement

Opening hours flexibility – consider evening and weekend opening

Speed of issue resolution– reduce low end experiences (ratings poor and ok.)

Consistency in customer experience – some variability in feeling listened to and feeling welcome

Tenant Scrutiny

Tenant engagement in scrutiny activity has been very low. A refreshed engagement approach is being developed, watch this space.

Customer satisfaction remains strong in key areas:

Planned maintenance programmes (e.g. kitchens) reporting high satisfaction levels

Positive feedback on customer service, with interest in extended service hours

A small number of complaints have highlighted opportunities to improve service consistency, particularly in repairs categorisation and delivery.

3. Health and Safety Compliance

Compliance performance remains strong overall:

Gas Safety: 99%

Fire Safety Checks: 100%

Legionella: Fully compliant

Asbestos Compliance: Improved but remains an area of focus

Decent Homes: 7% of stock currently non-compliant. All non-decent properties will be included in the planned programme this year.

No reportable incidents or near misses occurred during the period.

A programme of fire risk assessment remedial actions is in progress, with some actions outstanding and being prioritised.

4. Repairs, Maintenance and Asset Management

Key operational issues include:

Damp and mould: 76 open cases, requiring reduction

Rewires programme: Under review following limited progress last year

Planned maintenance: Continuing successfully with high satisfaction

Work is underway to:

- Improve data accuracy and case management
- Clarify service standards, including compensation and customer offer
- Strengthen quality assurance (e.g. before/after inspections)

5. Tenancy Management and Neighbourhoods

Void turnaround times are currently averaging 40 days, above target

Improvements are being implemented to strengthen performance monitoring and coordination

Lettable standards (including flooring) are being reinforced

A new Local Pride initiative will launch in April, including:

Enhanced block inspections

Clearer standards for cleanliness and condition

Staff training and quality assurance processes

6. Financial Position and Value for Money

Current financial pressures include:

Higher costs of responsive repairs and voids £25k per week.

Expected capital programme pressures

The Finance Committee has approved increased investment over the medium term, with flexibility retained to respond to cost pressures.

7. People, Capacity and Governance

Recruitment activity is concluded for now, as we have a new starter in Community Development Team. A new recruit taking the position of Cost of Living Coordinator

The review of the repairs service structure is ongoing. While colleague engagement has paused, external support is being considered to facilitate service development.

Work is also progressing to address accommodation challenges, with proposals to improve office environments and support staff wellbeing and productivity. A report is provided elsewhere on the agenda.

We are considering implementing a behaviour based competence framework for all staff in order to support

- recruiting the right people
- developing staff effectively

- managing performance fairly
- build the culture we need.

Through this approach we will work with staff to develop the behaviour framework. The behaviours will be documented. Assessment against them will enable us to identify development needs and reduce subjectivity when assessing performance. This will be linked to our pursuit of the Investor in Wellbeing accreditation discussed in a previous report.

In line with the strategic risk presented by the leadership team all being “of certain age” work is beginning on developing a target operating model that will potentially guide the organisation through the next five years during which time we expect a number of key retirements.

8. Strategic Risks and Opportunities

Key strategic issues:

Ongoing negotiations regarding the management allowance

Latest discussions indicate an improved position compared to initial proposals, reducing the scale of financial impact over the next two years.

Long term staff absences impacting on workload pressures for staff.

9. Key Risks for Board Awareness

Sustained pressure on repairs budgets

Performance in void turnaround times

Damp and mould case backlog

Delivery of fire risk assessment actions

10. Next Steps

Continued monitoring and reduction of damp and mould cases

Progression of repairs service review

Delivery of Local Pride initiative

Board report on accommodation improvements



Recommendation:

Board is asked to:

- (i) Note and ACCEPT the contents of this report;
- (ii) Consider the key risks and ongoing mitigation actions.

Notes:

5. Tenant Engagement and Consultation

BITMO Board of Management Report			
Meeting Date: 2nd April 2026			
Report Title:		Tenant Engagement and Consultation	
Author(s):		Deborah Kelly	
For <u>Information/Discussion/Decision</u>			
Executive Summary: The report provides a detailed summary to provide evidence to support and strengthen BITMO's tenant consultation and engagement policy.			
Equality Diversity and Inclusion We are unable to identify implications arising from the report as we do not have diversity data in relation to engagement activity.			
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 transparency influence and accountability standard is focused on improving the quality of the landlord tenant relationship, ensuring that tenants are treated with fairness and respect and that diverse needs are taken into account in the design and delivery of services. The level of community engagement demonstrates compliance with this.

Requirement	Evidence	Further work needed	Position
In order to be compliant we need to undertake tenant engagement and have a consultation policy in place.	We produced a policy in 2024 and have reported on compliance with it annually. We have updated the policy in 2026 to strengthen the feedback loop, tracking of outcomes and governance. See Appendix 2.		Compliant
In order to be able to hold us to account tenants need to know what the service standards we operate are.	<p>Customer service leaflets have been produced in relation to ASB, Tenancy changes, looking after gardens, complaints, compensation, fencing, disabled adaptations, What is a TMO, Our Community, our repair offer, financial inclusion.</p> <p>The leaflets and further information are available on the website</p> <p>The website has been updated to ensure information is consistent across digital and non-digital formats.</p> <p>The tenant handbook provides information about the overall service offer.</p>	Further leaflets to be produced on, tenancy support, safety and quality in the home	Partially compliant
In order to hold us to account tenants need access to transparent information about how well we are performing.	TSM data is published on the website and via Facebook The annual report provides information about how we are performing and how income is spent.		Compliant
In order to hold us to account, tenants need an accessible transparent simple to follow complaints process.	<p>Our complaints policy and compensation policy are published.</p> <p>We include key issues from complaints, compensation paid and key learning in reports to the Operations Committee and the next annual report will be provided at the Board Meeting in August. It will be made available in a more engaging format for the website and Facebook.</p>		Compliant
In order to influence, tenants need a range of	Repairs workshop		Compliant

opportunities to have their voice heard.	Estate improvements outreach re gathering spaces, Winrose Grove Circus, Swamp. MUGA Facebook activity Shareholder meetings Local lettings consultation.		
	We have developed a consultation tracker to log consultation events, reach, issues and actions.		Compliant
Governance, tenant leadership and community engagement need to be linked.	Every Board and operations committee is announced live on Facebook, the issues under consideration are communicated and people are encouraged to get in touch and participate.		Compliant

Conclusion

There remain opportunities to improve performance

Recommendation:

The Board is requested to ACCEPT the report and AGREE the amended Policy per Appendix 2.

Notes:

6. Internal Audit programme

<p>BITMO</p> <p>Board of Management Report</p> <p>Meeting Date: 2nd April 2026</p> <p>Report Title: Internal Audit programme</p> <p>Author(s): Peter Olver</p> <p>For <u>Information/ Decision/ Discussion</u></p> <p>Executive Summary:</p> <p>Board have approved the development of a new internal audit programme and the appointment of TIAA as supplier partners.</p> <p>Recommendations:</p> <p>Board is requested to Note the report.</p> <p>Equality Diversity and Inclusion</p> <p>There are no EDI issues arising from the report</p>

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 tenancy standard sets the requirement for how tenancies are managed. T

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.

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.

Internal audit is seen as crucial to effective management of business operation.

Following the Board decision to appoint a specialist company to undertake internal audit, a tender exercise was carried out and the firm TIAA was appointed for a period of three years.

TIAA has compiled an Indicative Audit Strategy 2025/28 and Annual Plan 2026/27. The document is separately enclosed.

Under this draft plan, assurance reports to be produced in 2026-27 would be:

- Procurement
- Property Compliance (rolling programme)
- Compliance with Awaab's Law
- Anti-Social Behaviour

Review Area	Type	2026/27	2027/28	2028/29
Governance				
Board Member Recruitment and Succession Planning	Advisory		✓	
Procurement	Assurance	✓		
Regulatory Standards (IPC Consumer Standards)	Assurance		✓	
Corporate Health and Safety	Assurance			✓
Tenancy Support	Appraisal			✓
Finance				
Key Financial Controls	Assurance		✓	
Operational and Asset Management				
Property Compliance – Rolling programme	Assurance	✓	✓	✓
Compliance with Awaab's Law	Assurance	✓		
Anti-Social Behaviour	Assurance	✓		
Data Governance - Tenants	Assurance		✓	
Complaints	Assurance			✓
Allocations and Lettings	Assurance			✓
Management and Planning				
Follow up	Follow Up	✓	✓	✓
Annual Planning	Management	✓	✓	✓
Annual Report	Management	✓	✓	✓
Audit Management	Management	✓	✓	✓
Total Days		30	30	30

The plan also allows some potential flexibility to add in Board Recruitment and Succession Planning to the 2026-7 programme.

Risk analysis showed that the following areas were not considered to be needed within the three year programme:

Additional audit areas considered during the Audit Needs Assessment but not included in the three-year Rolling Strategic Plan

Risk Management	GDPR	Creditor Payments
Payroll	Cyber Security	IT Disaster Recovery

Discussions will now take place with TIAA to ensure that the draft plan reflects ascertained need and to discuss the governance audit aspects discussed at the last Board meeting. Any revisions will be brought to the June Board meeting.

Recommendation:

The Board is requested to ACCEPT the report and NOTE the ongoing discussions about the proposed Audit Strategy 2025-28 and the Annual Plan 2026-27.

Notes:

7. Operations Committee Report

BITMO

Board of Management Report



Meeting Date: 2nd April 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 26th February 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	✓		

7.1 Performance reporting

7.1.1 Tenant Satisfaction Measures

Current Tenant Perception Measures

Survey method

These are conducted via a phone or online survey by an external specialist contractor (Acuity) who also do this on behalf of Leeds City Council. A sample of some 300+ tenants are contacted each year to gather their levels of satisfaction with services given.

Belle Isle TMO					BITMO 2025-26			LCC	Var	
Tenant Perception Measures	TPM	BITMO 2023-24	BITMO 2024-25	BITMO 2025-26	Spark	BITMO Q1-3	BITMO Q4	Spark	2025-26	BITMO-LCC
Overall Satisfaction	1	72%	75%	76%		78%	70%		70%	6%
Repairs Last 12 Months	2	77%	82%	78%		79%	72%		76%	2%
Time Taken Repairs	3	74%	82%	80%		78%	84%		78%	2%
Well Maintained Home	4	76%	73%	76%		77%	75%		71%	6%
Safe Home	5	80%	79%	81%		80%	83%		75%	6%
Listens & Acts	6	62%	65%	68%		66%	75%		58%	10%
Kept Informed	7	75%	78%	79%		79%	78%		71%	8%
Fairly & with Respect	8	80%	79%	84%		82%	87%		75%	9%
Complaints Handling	9	27%	41%	35%		33%	43%		28%	7%
Communal Areas	10	80%	69%	73%		69%	83%		66%	7%
Neighbourhood Contribution	11	75%	71%	78%		73%	90%		62%	16%
Approach to ASB	12	55%	51%	58%		59%	53%		55%	2%

We aim to get over 70% in all areas, although as a TMO the expectation is that in many areas it should be well above that mark.

With regard to TPM questions, satisfaction re anti-social behaviour and complaints handling, remain below this target. Satisfaction levels with how we 'Listen and Act' are also slightly below the target.

The Committee also looked at local comparator figures for Quarter 3 to 31.12.26, within South Leeds. We normally view Hunslet and Middleton as prime comparator areas and BITMO's. The figures indicated that BITMO performance was considerably ahead of that in other South Leeds areas.

Quarter 3 2025-26	BITMO	Hunslet	Middleton	Average South Leeds
Overall satisfaction	79%	73%	69%	69%
Repairs satisfaction	80%	79%	75%	74%
Repairs time taken	80%	74%	65%	76%
Well maintained home	77%	76%	69%	69%
A safe home	80%	77%	76%	74%
Landlord listens and acts	67%	56%	59%	57%
Kept informed	80%	69%	64%	70%
Treated fairly and with respect	82%	71%	70%	73%
Complaint handling	36%	28%	24%	27%
Communal areas	75%	66%	62%	66%
Contribution to neighbourhood	72%	67%	69%	62%
Handling of ASB	59%	65%	50%	54%

The Committee also reviewed the survey results of those who found it difficult to afford energy bills.

BITMO tenants 2025-26

How easy or difficult do you find it to afford your energy bills?



BITMO tenants 2024-25



BITMO tenants 2023-24

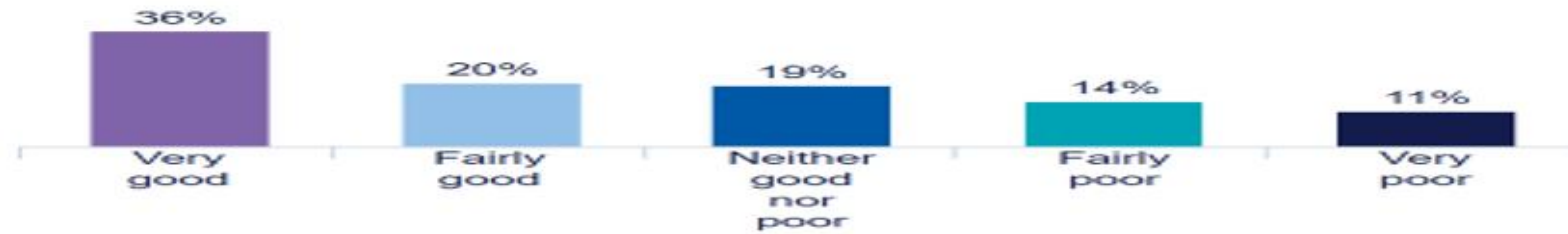


There was therefore a seeming increase in those who found it very difficult to afford energy bills in the last two years.

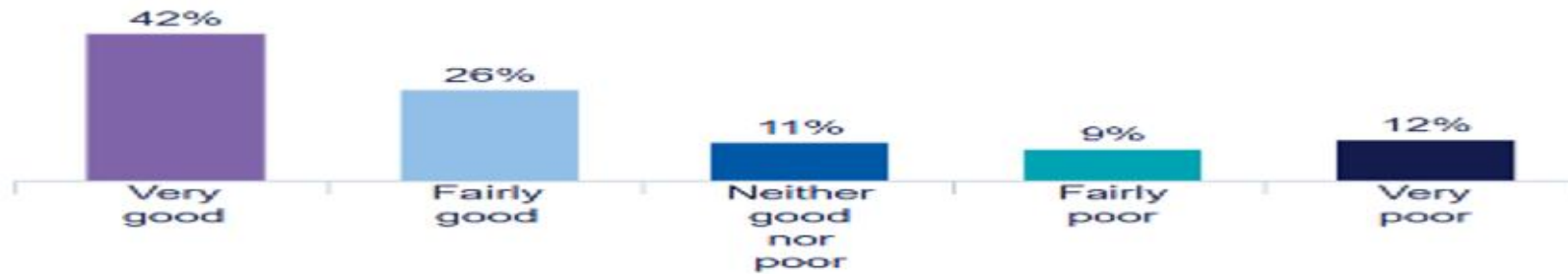
Heating and Insulation

BITMO tenants 2025-26

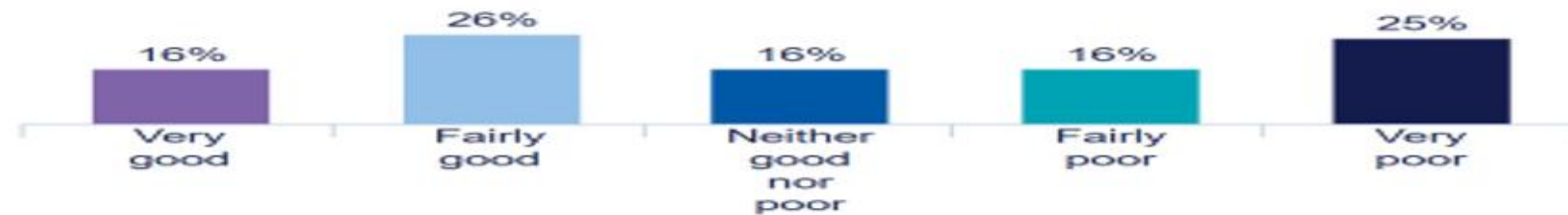
How good or poor is your heating and insulation at keeping your home warm in the winter?



BITMO tenants 2024-25



BITMO tenants 2023-24



There would seem to be an improvement in the levels of insulation over the last 2 years.

Additional survey work

The Committee looked at a series of potential additional questions to ask of tenants in order that some of the areas of reporting might be further drilled into. 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.

Possible additional questions:

- How can BITMO improve the safety of the neighbourhood (open text)
- How can BITMO improve the appearance of the neighbourhood (open text)
- Do you think that BITMO provides a good financial inclusion/cost of living support service?
- Can you give the reasons for BITMO's good or bad reputation in the area (open text)?
- How do you think that BITMO could make your home safer (open text)?
- Did BITMO complete your repair request in a timely way?
- Does BITMO act upon fly tipping?
- Was your complaint dealt with effectively?
- Was your complaint dealt with in a timely way?
- Do you find the monthly BITMO emails informative?
- Do you find the Bits & Pieces newsletter informative?
- Do you want more news on any other estate matters (open text)?
- Do you find the BITMO website useful in finding the information you need?

Acuity warn that there may be some survey fatigue amongst tenants and so it may be that we want to have a limited number of additional queries.

The Committee recommended that such additional surveys are done by phone rather than online and that there is plenty of option for asking open questions so that people can feed in relevant comments.

A further review of the proposed supplementary questions has produced the following:

Have you reported ASB to BITMO in the last twelve months?

- Was the report of ASB assigned to a member of staff
- Was it investigated
- Were you kept informed of the action that was being taken?
- Do you feel BITMO worked hard to resolve the problem?
- What more could they have done?
- How can BITMO improve the safety of the neighbourhood (open text)

Have you made a formal complaint in the last twelve months?

- Was it acknowledged within 10 days?
- Did the response make clear the action would be taken
- Were you satisfied with the response?
- What more could BITMO have done?

Do you think BITMO maintain the appearance of the estate well?

- Which area(s) of the estate are you concerned about?
- What more would you like BITMO to do?

7.1.2 Management Information Measures

Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-2	2025-26 Q1-3	Comments/Notes
CH01	Complaints	Complaints relative to the size of the landlord - Stage 1	N/A	20.30	19.29	25.91	47 Stage 1 complaints for the 9 months.
		Complaints relative to the size of the landlord - Stage 2	N/A	4.39	2.76	1.10	Subject to reconciliation with LCC.
		Complaints responded to within target time - Stage 1	N/A	97.30%	88.57%	97.96%	Per LCC figures.
		Complaints responded to within target time - Stage 2	N/A	100.00%	100.00%	100.00	To be reconciled to LCC figures.
		Number of complaints referred to the Ombudsman	N/A	1	0	0	
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%	98.17%	1771/1804 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.
BS03 (TSM)	Asbestos Safety Checks	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%	74.19%	92.15%	60.73%	201 inspections complete of 331 needed.

BS04 (TSM)	Water Safety Checks	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
Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-2	2025-26 Q1-3	Comments/Notes
RP01	Decent Homes	Proportion of homes that do <u>not</u> meet the Decent Homes Standard	≤ 1%	3.7% (67)	2.0% (37)	7.05% (129)	129 dwellings on the ND list for Dec 25 these are being inspected. Remedial works will be completed in this years planned programme.
RP02a	Repairs Completed in Target (Emergency)	Percentage of emergency repairs completed within target timescale	≥ 94%	N/A	98.49%	99.05%	
RP02b	Repairs Completed in Target (Non-Emergency)	Percentage of non-emergency repairs completed within target timescale	≥ 85%	N/A	95.99%	93.66%	

Asbestos safety check levels have subsequently improved to 86% completion as at 23.3.26, with aa two storey blocks to be inspected.

Decent homes failures remain high on paper as at 23.3.26, but a considerable amount of backlog will now be input onto the system now that the surveyors have iPad access. There should be a good decrease

Supplementary Management Information results were also reviewed.

- Gas services overdue were at 82% as at 31.12.25 but this had increased to 99.1% at 23.3.26. 1,784 complete of 1,802.
- Electrical testing was at 88.5% at 31.12.25 and this had improved to 90% at 23.3.6. 1,636 out of 1,817 were complete.
- In depth fire system testing in communal areas would now take place in April (via Leeds Building Services), although weekly testing continues by BITMO staff.

Committee also reviewed the residual Key Performance Indicators which included levels of rent collection, repairs appointment kept, repair inspections, empty property numbers and relet times, number so home visits, board attendance and training.

- The time taken to relet empty properties was 33 days as at 31.12.6 and this level has increased since. It is a point of particular focus at present to ensure that turnaround times improve.
- The system of reporting whether responses to tenant permission requests is also being reviewed.
- The proportion of cases where anti-social behaviour were dealt with by Leeds ASB team and the situation had not improved subsequently, had reduced and was being examined.

7.2 NFTMO Annual Conference

The annual conference and awards of the National Federation of Tenant Management Organisations (NFTMO) is a major event in the TMO calendar.

Board members were encouraged to attend the conference and to suggest potential award nominations (closing date 29th May 2026).

Award categories are given below. Mention was made of the ongoing work to improve Belle Isle Circus as a public space, for the 'Project of the Year' category.

The 2026 NFTMO Awards for Achievement in the TMO Sector



We proudly celebrate our 13th year of awards as we invite nominations for the **NFTMO Awards for Achievement in the TMO Sector**

Nominations must be in by **29 May 2026** and the Awards will be presented to the winners during a Gala dinner at the **NFTMO Annual Conference 19-21 June 2026**.

TMOs can nominate themselves as long as the nomination is endorsed by a third party. Landlord organisations can also nominate TMOs who manage their homes. Nominations can be made in any of the following categories:

Community Champion

Awarded to a TMO member who has represented or undertaken work on behalf of their local community. Nominations should set out how the work has benefited the local community and the changes it has achieved.

Board Member of the Year

Awarded to a TMO Board member who has gone 'above and beyond' in their work for the TMO. They may have represented the TMO in meetings with external agencies or contractors or provided high levels of support for their TMO.

Manager of the Year

Awarded to a TMO Manager who has demonstrated exceptional levels of involvement and work for their TMO.

Project of the Year

Nominees will be expected to demonstrate how their project has enhanced or supported the lives of their residents. The project may be a 'one-off' or a continuous scheme. It may affect the lives of the whole community or one section but it must have been initiated by the TMO even if it is delivered in partnership with others.

For Impressive Support to TMOs

Nominated by a TMO, nominees will be expected to demonstrate that they offer positive support to TMOs. This may be a local policing team, fire service, an advisor, trainer or key partner to the nominating TMO.

A TMO may also nominate the landlord who manages their housing stock.

Outstanding Contribution to a TMO by a Young Person aged under 25 years

Awarded to a Young Person(s) who has made a significant contribution to the work of their local TMO, whether as a board member, an active volunteer in the area or by mentoring other young people.

Nominations should set out the contribution of the Young Person and the impact their positive involvement with the TMO has made on the work of the TMO and the wider

Lifetime Achievement Award to the TMO Sector

This Award is presented by the Executive Committee to someone working in the TMO sector who, in the opinion of the Executive has made an outstanding contribution to the sector in general as an advisor, supporter or advocate of tenant management, or an individual living within the community who has been outstanding in their voluntary efforts supporting neighbours and other residents.

Nominations for consideration are welcomed.

Recommendation:

Board is asked to:

- (i) ACCEPT the report from the Committee and
- (ii) Review, amend and APPROVE the revised Tenant Satisfaction Questions.

Notes:

8. Finance Committee Report

BITMO

Board of Management Report

Meeting Date: 2nd April 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 12th March 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:

- Potential trustee for the Lift off charity
- Management Allowance
- Revenue Management Accounts 2025-26
- Capital Accounts 2025-26
- Revised Revenue Budgets 2026-27
- Capital Budgets 2026-27
- Staffing Update

8.1 Lift off charity

Mr Joe Hughes Stainsby was introduced to the Committee and he gave some further detail of his background and skills in marketing and grant management. The charity would need a replacement for when Rev'd Chris Buckley stands down as trustee having moved out of area.

Trustees of the charity would be asked if Mr Hughes Stainsby could be invited onto the trustee board of the charity. No objections were raised by Committee members and they found it to be a very useful exercise.

8.2 LCC Management Allowance

See Confidential Part B paper.

8.3 Revenue Management Accounts

Belle Isle TMO Management Accounts for the 9 months to 31.12.25

Expenditure	Budget £	Year to Date Budget £	Actual Spend £	Variance	Notes
RESPONSIVE MAINTENANCE	1,496,058	1,143,445	1,209,454	(66,009)	1
CYCLICAL MAINTENANCE	<u>723,915</u>	<u>502,030</u>	<u>385,377</u>	<u>116,653</u>	2
TOTAL MAINTENANCE`	2,219,973	1,645,475	1,594,831	50,644	
COMMUNITY DEVELOPMENT	267,587	199,515	207,233	(7,718)	3
INCOME AND TENANCY	335,193	251,020	222,130	28,890	4
TENANCY SUPPORT	323,715	242,861	223,382	19,479	5
RETIREMENT LIFE	117,817	88,362	87,891	471	6
CORPORATE RUNNING COST	210,281	129,555	123,320	6,235	7
CORPORATE STAFFING COST	419,776	315,407	286,441	28,966	8
SERVICE LEVEL AGREEMENTS	63,453	47,589	47,589	0	
DEPRECIATION					
TOTAL EXPENDITURE	3,957,794	2,919,785	2,792,818	126,967	
INCOME					
Management Fee and Other Income	3,911,537	2,931,534	2,967,466	35,932	9
OPERATING SURPLUS/(DEFICIT)	(46,257)	11,749	174,648	162,899	
Thermal Efficiency	(100,000)	0	0	0	
Community Fund Costs	(52,000)	(37,214)	(14,337)	22,878	
(Deficit) after exceptional items	(198,257)	(25,465)	160,312	185,777	

Notes:

1. Responsive repairs

Responsive Repairs budget is overspent by £66k mainly due to:

Main Contract is overspent by £78k after adjusting for a 9% (£24.5k) increase on jobs invoiced from October to December. Of this overspend of £78k, £57.8k is due to no contribution from Handy Person's activities.

There is an overspend of £5.3k on repairs by other contractors. This is after accounting for unbudgeted expense of £19.8 on removal of planters and underspends of £3.2k on Forestry, £2.7 on Asbestos Testing, £5k on Disinfestation and £1.6k.CCTV Repairs.

Other cost relating to repairs is overspent by £11k due to £17k of equipment for caretakers' use.

SLAs and Subscriptions are underspent by £12.7k mainly due to year to date budget of £11.7k on procurement SLA not being required due to the contract extension.

Staff costs amounting to £10.8k has been capitalised against year to date budget of £23.3k resulting in £12.7k variance on this budget, due to a new means of calculation (under review).

Caretakers' Budget is underspent by £24.k. This is mainly due unfilled post of Handy Person post, £1.4k underspent on caretakers' requisitions, and 5.7k underspent on utilities on void properties, and £3.9k refunded by leasing company on termination of a van lease.

2. Cyclical Maintenance

The Cyclical Maintenance budget is underspent overall by £116.7k. Of this, £26.9k is underspent on payroll due to unfilled post of Stock Condition Officer. This will reduce due to new short term agency posts. Some £37k is underspent on Electrical Testing (with further invoicing expected from LBS), £22.7k is underspent on Gas Revenue Replacement budget (expected to be spent by the year end), £9.5k underspent on Air Condition servicing, £6.3k underspent on Fire Compliance and £3.4k underspent on Carbon Monoxide budget.

There is some unbudgeted cost on flat cleaning as this was not in place when budgets were originally set.

Staff costs amounting to £5.4k has been capitalised against year to date budget of £38.2k resulting in £32.8k underspent on this budget, due to a new means of calculation.

3. Community Development (GATE)

Community Development budget is overspent by £7.7k. Of this £13.4k is overspent on payroll budget due to the Cost of Living Support Officer post being transferred from the Income team, whilst £2.3k is underspent on Running Costs and £3.5k is underspent on Events.

4. Income and Tenancy

Underspend of £28.9k. This included an underspend of £26.7k on payroll as the team has been without a Financial Inclusion Officer for some time in order to cover maternity leave and the transfer mentioned above. £1k is underspent on Running Costs.

5. Tenancy Support

Underspend of £19.5k is mainly on payroll (£18.7k), because of some opting out of the pension scheme and a later than budgeted appointment of the Coordinator post.

6. Retirement Life Support

Retirement Life expenses underspent by £0.5k of which £0.9k is on payroll cost and an overspend of £0.4k on Running Costs.

7. Corporate Running Cost

Corporate Running Cost budget is underspent by £6.2k . There is underspend of £7.4k on Insurance, £7k underspend on Running Cost, £2.5k underspend on Rent and Rates and £7.3k overspend on Yearend Costs

8. Corporate Staffing Cost

Underspend of £29k is on payroll cost (£24.3k), including a £10k NI rebate and £4.4k on Training budget – expected to spent by the year end.

9. Income

Income overall was c£36k more than budgeted. This is because of a financially neutral brought forward grant from White Rose Forestry with associated spend (£9.9k), Void Incentive (empty properties) allowance receipts of £21.4k and £9.3k more bank interest than the budgeted amount.

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.

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

Committee accepted the report.

8.4 Capital Accounts 2025-26

Programmed repairs tracker	2025-26 Budget Original	2025-26 Revised Tracker	Spend to date 31.01.26	Trfs	Comm'd	Total	Balance	Balance	Notes
Workstreams	A	B				C	B-C	A-C	
Kitchens And Bathrooms (i)	222,300	302,100	424,381			424,381	(122,281)	(202,081)	1
Kitchens And Bathrooms (ii)	98,000	84,000	55,298			55,298	28,702	42,702	1
Kitchens And Bathrooms (iii)	40,000	32,000				-	32,000	40,000	1
Sub-total	360,300	418,100	479,679			479,679	(61,579)	(119,379)	
Boiler Replacement / Remedial	230,400	209,917	81,707	95,187	25,630	202,524	7,393	27,876	2
Mansard roofs	145,600	161,282	161,282			161,282	0	(15,682)	3
Thermal Efficiency works	200,000	200,000	69,349		126,000	195,349	4,651	4,651	4
Windows	66,000	72,000	76,722			76,722	(4,722)	(10,722)	
Front Doors	38,500	210	1,536			1,536	(1,326)	36,964	5
Rear Doors	24,000	-	2,101			2,101	(2,101)	21,899	5
Side Doors	14,000	-				-	0	14,000	5
Rewires/Electrical Remedials	128,000	4,308	18,777		6,136	24,913	(20,605)	103,087	6
Adaptations	75,000	75,000	41,979		49,000	90,979	(15,979)	(15,979)	7
Adaptations	75,000	75,000	57,605		37,000	94,605	(19,605)	(19,605)	7
Unadopted Roads	20,000	20,000			35,000	35,000	(15,000)	(15,000)	8
Roofing	50,000	50,000	2,443			2,443	47,557	47,557	4
Capital Voids	123,200	150,000	7,181	182,201		189,382	(39,382)	(66,182)	9
Other		1,896	11,986			11,986	(10,090)	(11,986)	
MUGA		5,360	5,360			5,360	0	(5,360)	
Structural		25,000	24,081			24,081	919	(24,081)	
Fire damage		-			99,000	99,000	(99,000)	(99,000)	
Garden		-	6,350		55,000	61,350	(61,350)	(61,350)	
Fencing		-				-	0	0	
Repointing		-				-	0	0	
Decency Failures	50,000	50,000	4,692		24,109	28,801	21,199	21,199	
Staff costs		81,927		26,015		26,015	55,912	(26,015)	10
						0			
Total	1,600,000	1,600,000	1,052,831	303,403	456,875	1,813,109	(213,109)	(213,109)	
						113%			

Notes:

1. Kitchens and Bathrooms were completed in December.
2. Originally 128 boiler replacements. Current expected number 133 with 51 to pay for. We have had to replace 13 boilers as emergencies - this had an effect on the planned programme - the rest of the planned boiler have been rescheduled to be completed by 31.3.26.
3. Mansard roofs are complete (13 done).

4. Thermal efficiency works survey completed at Belle Isle Circus in November and programme underway with completion date prior to 31.3.26. We are completing works on 6 blocks on Belle Isle Circus and Winrose Drive - new roof, insulation, guttering, lights - we are also completing some essential work in the communal stairwells on these block - new emergency lighting, smoke alarms and upgrading the electric circuit boards - the aim is to complete these before end of March - £126k.
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 are needed. One is a fire damage incident and funds will be sought from LCC for this work (£99k). Any excess over budget to come from reserves as previously reported. We are also making the Winrose Approach 3 storey block of flats more inclusive by installing level access to the entrances - this work was completed mid Feb (£37k).
8. Unadopted roads surveys complete and works being implemented.
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 basis for calculation had been reviewed.

A query was raised about the 'Structural' capital costs of some £24,081 above. These costs relate to works required following structural surveys – where for instance there have been cracks in walls which require attention. There are three properties in total where such works have taken place.

Conclusion

Year-end expenditure may be up to 113% of budget. It had been agreed by Board that spend should occur where needed and that any overspend would be taken from BITMO reserves. Some unexpected costs have meant that on overspend on original budget is likely. Currently the reduction in reserves looks to be in the region of £313k, with £100k budgeted for and a possibility that £99k will be recoverable from other LCC capital budgets.

The capital budget plus BITMO capital contribution should be more than spent in full by the end of the financial year. Any overspend to be taken from reserves.

Committee accepted the report.

8.5 Revised Revenue Budgets 2026-27

Preliminary budgets for the year ended 31.3.27 were presented to the Board on 5th February 2026.

The Management Allowance income figure from Leeds City Council of £3,915k was used as a preliminary figure whilst discussions continue on this matter.

The figures given were 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 included in the Operations Committee paper of 8.1.26 are included in the preliminary budget figures.

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
		495	173	108	108	108	992
Reserves							1931
Residue							939
Previously agreed expenditure:							
	TSM survey work	10					
	Lift Off start up injection	10					20
Residue							919

Revised Revenue Budgets 2026-27 (v2)

EXPENDITURE	Actual 2024-25 £	Budget 2025-26 £	Pre- Budget 2026-27 £	Budget 2026-27 £	Budget variance 2026-27	Variance 2025-27 £	Notes	%
Responsive Maintenance	1,363,370	1,493,780	1,737,301	1,772,301	(35,000)	278,521	1	18.6%
Cyclical Maintenance	597,283	723,915	772,765	793,090	(20,326)	69,176	2	9.6%
Total Maintenance	1,960,653	2,217,695	2,510,066	2,565,391	(55,326)	347,696		15.7%
Community Development	249,201	267,587	303,547	303,717	(170)	36,131	3	13.5%
Income & Tenancy	310,096	323,194	309,975	309,975	0	(13,219)	4	-4.1%
Tenancy Support	247,897	323,715	291,715	291,715	0	(32,000)	5	-9.9%
Retirement Life	112,092	117,816	120,545	120,545	0	2,729		2.3%
Corporate Running Costs	202,146	224,558	182,249	180,162	2,087	(44,396)	6	-19.8%
Corporate Staffing Costs	400,295	419,776	427,044	427,044	0	7,268	7	1.7%
Service Level Agreements	66,559	63,453	65,864	65,864	0	2,411	8	3.8%
TOTAL EXPENDITURE`	3,548,939	3,957,793	4,211,005	4,264,414	(53,409)	306,620		7.7%
INCOME						0		
Management Fee and Other Income	3,862,431	3,911,537	3,970,834	3,974,575	3,741	63,038	9	1.6%
OPERATING SURPLUS/(DEFICIT)	313,492	(46,257)	(240,171)	(289,839)	(49,668)	(243,582)		
Capital programme	(100,000)	(100,000)	(300,000)	(250,000)	50,000	(150,000)		
Community Fund Costs	(49,084)	(52,000)	(52,000)	(52,000)	0	0		
(Deficit) after exceptional items	164,408	(198,257)	(592,171)	(591,839)	332	(393,582)		

Notes (changes highlighted in yellow)

1. Responsive repairs.

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 maint.

Includes contracted £65k re planter programme.

Further provision of £35k to allow for increased costs in 2025-26.

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.

Provision for 3 storey flat cleaning £18k.

Reduction in skip cost provision £10k.
Increase in fire prevention costs £12k.

3. Community Development

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

Includes £2k for additional tool library equipment.

Additional subscription £0.17k.

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 training costs £6k.

Insurance cost reduction £8k.

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 continued discussions.

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

Additional income recognised re GALA 2026: £4k.

It was reported that the insurance premium for 2026-27 was likely to be similar to that of the current year. That financial year would be the final year of a multi-year arrangement between the insurer and Leeds City Council. Historically BITMO and LCC has retained the same insurer because of a crossover of operation of insurance cover and claims. It was suggested that next years quote would be acceptable and that a review would be undertaken when LCC go to tender to see if the combined approach to cover would still be effective. This was agreed.

With regard to helping tenants with anti-social behaviour the issue of video doorbells was discussed and it was agreed that this should be examined further, following on from a pilot scheme earlier in the year. The inspection and maintenance of ginnels was also discussed and further inspections of these was recommended.

Conclusion

The net result for the year is a deficit of £591k (previously £592k) after allowance for the potential capital spend injection of up to £250k (previously £300k). The potential deficit of £290k (previously £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), plus the following:

- Responsive Repairs
 - (i) Further provision of £35k to allow for increased costs in 2025-26 to date.
- Cyclical Repairs
 - (i) Provision for 3 storey flat cleaning £18k.
 - (ii) Reduction in skip cost provision £8k.
 - (iii) Increase in fire prevention costs £12k.
- Corporate costs
 - (i) Training costs £6k.
 - (ii) Insurance cost savings £8k.
- Income
 - (i) External funding for the 2026 Gala £4K.

Reserves

Reserves stood at £1,931k as at 1st April 2025.

Assuming a roughly break even position on the Revenue account and a capital injection of up to £313k on the capital account, then the level may drop to £1,618k by 31.3.26.

A deficit of up to £591k for 2026-27 on Revenue account as above would bring reserves to a level around £1,027k. This would be within £117k of the £910k minimum reserves detailed in the BITMO reports and Financial Statements 2024-25 (page 14):

<https://www.belleisletmo.co.uk/wp-content/uploads/2025/09/BITMO-Fin-Stats-2024-25-11.9.25.pdf>

The five year costs indicated above would potentially reduce the levels of reserves below the minimum of £910k and so would need to be reviewed on an annual basis. Contributions to capital schemes in 2026-27 would also need to retain a degree of flexibility so as not to breach the minimum reserves level. The need for flexibility would be reinforced in the event of any potential development of the office accommodation in due course.

Committee accepted the revised revenue budget for 2026-27.

8.6 Capital Budgets 2026-27

Proposed Capital Budget 2026-27

Component	Procurement route	2026/27	Unit cost	Total
Boiler Type	Sayes	126	2200	£277,200
Bathrooms	Equans	20	4800	£96,000
Fixed Wiring	Mears	29	6000	£174,000
Kitchen	Equans	41	7500	£307,500
Mansard roofs (i)	Mears	6	17000	£102,000
Mansard roofs (ii)	Mears	7	17000	£119,000
Windows	Mears	27	3200	£86,400
Adaptations Mears	Mears	N/A	75000	£75,000
Adaptations LBS	LBS	N/A	75000	£75,000
Void works	Mears	N/A	200000	£150,000
Thermal Efficiency	Mears	N/A	200000	£200,000
Ad hoc		N/A	5.0%	£87,900
Total				£1,750,000

The above total of £1.75m comprises the agreed budget from LCC of £1.5m, plus a provisional allocation of £250k from BITMO reserves as detailed above.

Several cost areas cannot be accurately forecast and so some flexibility in placing works is needed.

Foremost amongst these is Adaptations, where we have no control over applications that may be made. A similar allocation of £150k was made for 2025-26 but figures above indicate that current expected spend is some £35k over that total.

Similarly the cost of bringing Void or empty properties up to a lettable standard is very difficult to budget for. It may be that some further control may be available via recharging tenants for not leaving their properties in a similar state to that which existed when they moved in. A recent consultation by LCC with tenants has shown that the majority of those surveyed consider that tenants should bear some appropriate charge.

It is intended that the majority of work programmes will be initiated early in the new year, but that some flexibility will be retained in the releasing of some works to as to cater for any unforeseen costs for Adaptations, Voids etc. The Mansard Roof programme may allow a degree of flexibility and so have been provisionally split into two schemes.

Committee accepted the Capital Budget for 2026-27.

8.7 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 2025-26 report;
- (iii) ACCEPT the Capital Accounts 2025-26 report;
- (iv) APPROVE the revised Revenue Budget;
- (v) ACCEPT the staffing update report.

Notes

9. Board forward plan

BITMO

Board of Management Report

Meeting Date: 2nd April 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.

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	Urgent matters, Correspondence, Estate issues and Tenant feedback	Long Service Awards and Community Development Strategy	Board elections
December 4 th		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 (Via Fin Comm) Repairs KPI's (via Ops Comm)
April 2 nd		Financial Inclusion	Budgets Review of Tenant Engagement Complaints (in Feb reports) Safeguarding (in Feb reports)
June 4 th		To be set by Board	GATE Programme (see above change) HR Report (previously Aug) Performance KPI's (Ops Comm) Risk Register Retirement Life
August 6 th		To be set by Board	Statutory Accounts Key Performance Indicators Health & Safety report Safeguarding – verbal update Anti-Social Behaviour
September 3 rd		To be set by Board	AGM Complaints Safeguarding Repairs GATE programme
September 24 th			

(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

10. Any Other Business

None as at 26.3.26

Notes

Date of next meetings:

Operations	23.04.26
Finance Committee	21.05.26
Board	04.06.26

APPENDIX 1

BOARD MINUTES

BELLE ISLE TMO
FULL BOARD
Minutes of a Meeting held on
Thursday 5th February, 2026

Present: Harry Austin (HA)
Trevor Brown (TB)
John Oddy (JO)
Emma Walkley (EW)
Paul Trusswell (PT)
Angela Weglarska (AW)
Katharine Youngs (KY)
John Newbould (JN)
Cllr Wayne Dixon (WD)

In Attendance: Deborah Kelly (DK) (Chief Executive Officer)
Peter Olver (PO) (Head of Governance & Finance)
Curtis Jenner (CJ) (Head of Repairs and Maintenance)
Peter Sutton (PS) (Community Development Manager)
Tracey McGarry (TMc) (Governance & Admin Support Officer)
Simon Richardson (SR) (Leeds City Council)

PART A – Public Agenda Items

Apologies

Apologies were received from:
Tracy Morris, Jean Burton, Margaret Brown, Gerry Roberts, Cllr Emma Pogson-Golden.

Questions from the Public

No questions from the public were raised.

Issues raised by Board Members for the Agenda

There were no issues raised at this meeting.

Presentations

Bitesize training: Repairs, Maintenance & Investment – revenue and capital works.
Delivered by Curtis Jenner (Head of Repairs and Maintenance).

The Board received a presentation on BITMO's Capital Replacement Programme for 2026/27. The presentation explained that capital replacement covers major long-life items in homes such as kitchens, bathrooms, boilers, roofs, windows and doors when they reach the end of their expected lifespan, helping to keep homes safe, modern and compliant with standards.

BITMO uses Stock Condition Surveys to plan this work, with 65% of the survey programme completed so far. Standout figures were highlighted for the 2026/27 programme, which currently totals £2.15 million across 383 planned component replacements. The biggest areas of investment include:

- £475,000 for pointing works,
- £425,000 for mansard roof replacements,
- £300,000 for 40 new kitchens,
- £277,200 for 126 new boilers,
- £200,000 for pitched roof replacements, and
- £129,500 for cavity wall insulation.

A further programme totalling £1.16 million was also presented, covering key areas such as kitchens, boilers, mansard roofs, window replacements, adaptations and thermal efficiency upgrades.

The Board noted the scale of planned investment and the importance of updating long-term components to avoid higher repair costs in the future. Board members thanked Curtis Jenner, Head of Repairs and noted the report.

1. Board Declarations

The board all confirmed they had read and understood this meeting board papers. No declarations of interest were raised.

2. Minutes and Matters Arising

The minutes of the meeting held on 4th December 2025 were approved.

Matters Arising from the meeting held on 4th December 2025 were as follows-

Item	Update
Belle Isle Circus access	Banner has been placed on the Circus with a QR code to allow people to scan and sign the petition. Photo of the Board promoting the banner has been taken and will be used to raise the profile of the petition on social media, BITMO's website and included in the tenant email.
Staff Awayday	Development session was held with staff to discuss the modular management agreement with attendance from Blaze on December 5th at the Royal Armouries.
Tree Nursery	Awaiting confirmation from Fruitworks about the lease. (Action 2.1)
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 with the next step to install a board with more explanation to activities in the GATE. (Action 2.2)
Recreational areas	Consultation to begin with residents to get feedback on the potential development of various green spaces across the estate becoming gathering spaces for young people. The board raised if Police are involved in this proposal. (Action 2.3)

Youth Group	Mailout to tenants under 30 years old would take place over coming weeks.

Board APPROVED the minutes and discussed any matters arising.

3. Operational Report

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

Tenant Voice & Community Feedback

The CEO reported that most complaints relate to repairs, which is typical because tenants use this service the most. Completion of non-urgent repairs by the main contractor is currently around 70%, due to recent staff shortages. This has been raised with the contractor. A second major complaint issue is communication, particularly updates and follow-through. PT asked how the drop in performance is being addressed and is there any sanction with the contractor? CJ advised that due to consecutive delivery of services over 5 months, and any losses being outlined in Leeds procurement model there are limited potential consequential actions.

Engagement activity underway:

BITMO is continuing its community engagement work by planning new “Gathering Spaces” and looking into adding floodlighting to the MUGA in partnership with Leeds Federated. The Board asked to ensure that this lighting does not interfere with people properties **(Action 3.1)**.

The team has also responded to tenant feedback by trimming trees around Belle Isle Circus and increasing grass-cutting on Winrose Grove and the Circus corner.

In addition, upcoming surveys on planned works, Incredible Edible and customer service will be carried out, with results to be shared at the next meeting. **(Action 3.2)**

The GATE Programme

The CEO reported that The GATE is thriving, particularly with its shift towards outreach work and activities for families and children. A full February programme is included in the Board papers.

Tenancy Management & Neighbourhood Issues

The CEO reported on a current case which remains stuck pending the Court of Protection, and BITMO cannot currently gain access to make the property safe. There was suggestion to ask Police teams to carry out a welfare check to ensure that the tenant is okay and not in danger. **(Action 3.3)**

There are 15 tenants where BITMO is struggling to gain access, described in the report as “particularly vulnerable.” The Board expressed concern about this wording. CEO DK to review the terminology **(Action 3.4)**. Board were assured that the intent was to identify tenants who may require additional support or safeguarding.

BITMO is responding to a recent Leeds Live ASB article by door-knocking for tenant statements. The Board expressed concerns for the reputation this gives to Belle Isle.

A Leeds Anti-Social Behaviour Team (LASBT) Anti-Social Behaviour (ASB) case is being reviewed for possible possession routes. BITMO already has possession of another long-term ASB case and now needs a warrant of execution. Cllr WD confirmed that the properties are owned by Leeds Federated, who are aware of the issues.

People, Capacity & Governance

The CEO reported that long term staff sickness is creating some pressure within the organisation, but this is being managed and is not expected to affect service delivery. A new caretaker has recently been appointed, and recruitment for a Cost-of-Living Officer is underway.

Board appraisals will be arranged soon, with an option being explored for an online self-assessment to help increase engagement, which has historically been low. The CEO also confirmed that between 2-4 board members will be offered places on the Housing Diversity Network's (HDN) Board Excellence Programme to support their development. In addition, a full governance review is planned for later in 2026 to ensure BITMO's structures and processes remain effective and up to date. TM to supply further information on the course and arrange appointments with all the Board to carry out self-assessments (**Action 3.5**).

Management Allowance

Noted that further detail is in Part B (confidential)

Repairs Review

The Repairs Review is at the exploration stage and currently paused until union engagement is completed.

The Board agreed to ACCEPT the report.

4. Strategic Plan Review

CEO Deborah Kelly introduced the Strategic Plan Review and explained that the plan's aims are to help BITMO:

- Invest more in tenants' homes
- Increase tenant control
- Support people to live well

It was further noted that the organisational values had since been updated to include two new core values: *tenant led* and *community centred*. The plan also sets out proposed workstreams for 2026/27, reflecting the organisation's renewed focus and ongoing commitments.

Project 1: Thermal Efficiency Works

BITMO has carried out energy-saving improvements in 79 homes, including installing new double-glazed and triple-glazed windows, adding loft insulation, and fitting thermal boarding in several property types. Although the programme was delayed at first due to the need for asbestos testing, the Chief Executive confirmed that work is now progressing as planned. These improvements are expected to make homes warmer, reduce cold spots, cut down on condensation, and help lower carbon emissions.

Project 2: Estate Management Improvements

BITMO has been working on three areas to improve neighbourhoods: running Local Pride campaigns, managing estate planters more effectively, and planning grounds-maintenance work more efficiently. As a result, tenant satisfaction with BITMO's "contribution to the neighbourhood" has improved. However, satisfaction with how the neighbourhood looks has gone down. To help address this, two new contractors have been appointed to take better care of the planters.

Project 3: Reducing the Carbon Footprint of the Office

LED sensor lighting has been installed in the office. This is expected to cut lighting energy use by around 50% and reduce carbon emissions by the equivalent of 45 mature trees per year.

Project 4: Community Food Growing

The old bowling green behind 58 Belle Isle Circus continues to be used for community food growing run by Incredible Edible.

Project 5: Biodiversity & Grass Cutting

Progress has not been made this year because tenant feedback asked for more frequent grass cutting, especially around Winrose Grove and Belle Isle Circus, so plans had to be changed. The Board were asked on feedback on if they choose for this project to remain a priority. Cllr WD, responded in agreement and asked for more discussion on increasing wildlife and enriching people's lives. **(Action 4.1)**.

Project 6: Anti-Social Behaviour (ASB)

The Board received an update on ongoing ASB work, noting continued staff training, quality checks, and ASB action days, alongside an improvement in tenant satisfaction from 51% to 59%. CEO DK informed of the processes the organisation must go through to seek possession and that this can take a considerable long time.

In relation to ASB, concerns were raised about the need for increased police visibility locally. Members felt that reduced patrols were impacting perceptions of safety, and asked that this be raised with partners **(Action 4.2)**.

Project 7: Raise Awareness of Domestic Violence and Safeguarding

The Board emphasised the importance of having clear and consistent processes in place so staff can respond confidently and appropriately to disclosures. Board members highlighted the need for:

- Clear signposting to DV support services and strong links with specialist organisations.
- Early identification of support needs and ensuring staff feel equipped and safe when responding.
- A structured checklist and defined process to ensure cases are handled consistently.
- Consideration of the person's safety and the potential need for a place of safety in partnership with relevant agencies.

Board members with prior experience in DV work offered to support the development of the revised approach and assist staff training.

The Board also noted that workload pressures across ASB and Neighbourhood teams must be considered when implementing the improved DV and safeguarding framework. Embedding learning, ensuring accountability, and reporting progress within 12 months were identified as important next steps.

Project 8: Board Succession Planning

Progress on Project 8 continues to be monitored through Board KPIs, specifically those relating to Board member attendance and appraisal completion. A full governance review is scheduled for 2026 to assess current arrangements and identify further improvements.

Project 9: Board Leadership in the Community

Board members have remained active within the community, contributing to the Belle Isle Circus petition, supporting Breakfast Club activities, and providing assistance to the GATE when required.

Project 10: Improving Tenant Information

BITMO has produced clearer information about services and standards, and checks have confirmed that actual services align with what is promised. Work on continuous improvement is ongoing.

CEO DK outlined the plans for projects being proposed for 2026/27 as follows:

- Strengthen the ASB service
- Finalise the DV support offer
- Develop a focused project around building tenant control
- Offer 2–4 Board members places on the HDN Board Excellence Programme
- Explore “Investor in Wellbeing” accreditation
- Keep improving based on tenant satisfaction results

The Board was asked to approve the review of the Five-Year Plan and agree the priorities for 2026/27. The board approved the recommendations.

5. Operations Committee Report

The Board received the Operations Committee’s report. Although no detailed paper was provided, the Committee confirmed it had reviewed key areas of service performance, including repairs, customer feedback, and neighbourhood services, as covered earlier in the CEO’s Operational Report. This included noting repair delays due to contractor staffing issues, work underway to improve communication with tenants, ongoing ASB actions, and positive engagement activity in the community.

- The Operations Committee met on 8 January 2026 and reviewed how BITMO is performing across key service areas.
- A new performance reporting structure was agreed. The Committee will now look at detailed data (TPMs, MIMs, KPIs), while the Board will receive a clearer summary.
- Tenant Perception Measures show that satisfaction is generally below the target of 70% in some areas, especially anti-social behaviour and complaints handling. Further work will take place to understand these issues.
- Management Information Measures were reviewed, covering repairs performance, building safety checks, and compliance. Most indicators show good results, including high emergency repair completion rates and full compliance on fire and legionella checks.
- Complaints handling processes have been strengthened following a review by the Regulator. Two new procedures were introduced to improve accuracy and understanding of complaint types.
- Complaints that relate to staff conduct, whether involving BITMO employees or contractor staff must now be investigated using a dedicated Housing Ombudsman required form containing 11 specific questions. This form ensures that all conversations and evidence regarding the allegation are captured and can be submitted as part of the formal complaint response. Access to the submitted information is restricted to a small number of staff involved in complaints monitoring. The data collected will support BITMO and Leeds City Council in analysing the volume and nature of staff-conduct complaints, identifying which areas or teams

they relate to, and recording any actions taken, including where no further action is deemed appropriate.

- Committee also reviewed plans for enhanced service spending, funded from BITMO reserves, including gutter clearing, tree work, improved void standards, more tools for tenants, grounds maintenance improvements, and ASB support. They recommended these for Board approval.

The Board accepted the recommendation for approval.

6. Finance Committee Report

The Board received the Finance Committee's report. Those present confirmed that it had reviewed the organisation's financial position and key budgets.

- BITMO's finances are on track, with income slightly higher than expected due to void incentive payments and good bank interest.
- Some repair budgets are under pressure, especially because expected staffing savings have not happened. Costs will rise when contractor rates increase by 9%.
- Capital spending is progressing well (77% spent). Boiler works may overspend due to high demand.
- Draft budget for 2026–27 shows a planned deficit, partly due to increased spending to improve services (using reserves).

Management Accounts
For the 8 months ending 30th November 2025 (below)

Expenditure	Budget £	Year to Date Budget £	Actual Spend £	Variance
EXPENDITURE:				
RESPONSIVE MAINTENANCE	1,493,780	1,025,735	1,052,650	(26,915)
CYCLICAL MAINTENANCE	723,915	445,910	370,249	75,661
TOTAL MAINTENANCE	2,217,695	1,471,645	1,422,899	48,746
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				
TOTAL EXPENDITURE	3,957,794	2,604,979	2,488,505	116,474
INCOME:				
Management Fee and Other Income	3,911,537	2,607,645	2,639,998	32,353
OPERATING SURPLUS/(DEFICIT)	(46,257)	2,666	151,493	148,827
Thermal Efficiency	(100,000)	0		0
Community Fund Costs	(52,000)	(32,286)	(14,248)	18,037
(Deficit) after exceptional items	(198,257)	(29,620)	137,244	166,865

Capital Accounts

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
				-	
Total	1,600,000	1,600,000	1,232,661	367,339	
				1,600,000	

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%
Total Maintenance	1,960,653	2,217,695	2,510,066	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		
TOTAL EXPENDITURE`	3,548,939	3,957,793	4,211,005	253,212		6.4%
INCOME				0		
Management Fee and Other Income	3,862,431	3,911,537	3,970,834	59,297	9	1.5%
OPERATING SURPLUS/(DEFICIT)	313,492	(46,257)	(240,171)	(193,914)		
Capital programme	(100,000)	(100,000)	(300,000)	(200,000)		
Community Fund Costs	(49,084)	(52,000)	(52,000)	0		
(Deficit) after exceptional items	164,408	(198,257)	(592,171)	(393,914)		

Recommendation for Approval

The Board accepted and approved the financial updates and actions.

7. Board Training Plan

A report was presented outlining proposals for a new Board Training Plan.

The aim is to ensure all Board members have the skills and knowledge needed to carry out their roles effectively.

The report informed Tracey McGarry (TMc) has researched external training options, recommending Commodious, an online provider which offers a range of low-cost accredited courses. These are flexible, easy to access, and provide certificates to all board members which are useful for auditing and offer a sense of achievement.

TMc detailed several benefits of the training platform, explaining that costs are kept deliberately low, with individual courses priced between £10 and £15, and full bundles of 9–15 courses available for £30–£35 per person, making the training accessible and affordable for all Board members.

BITMO can also use Leeds City Council's PALS system to supplement training where available. TMc added that this could also be used to deliver some refresher sessions to the group.

Next steps include trialling a free Equality, Diversity & Inclusion course and discussions will be held with each board member throughout appraisals to identify training needs. Board members were reassured that they will receive ongoing support to complete all training with options to be explored for independent learning access. **(Action 7.1)**

Recommendation for Approval

The Board all agreed to approve and accept the recommendations from the Finance Committee Report.

8. Board Forward Plan – meeting details

The Board reviewed the Forward Plan, which sets out the key topics and reports scheduled for future meetings. The Board accepted the suggestion to ensure Police are on the agenda as they were not in attendance for today's meeting.

PS requested that June's agenda could include details of BITMO's Communication plan with tenants and how further changes can be made to the website. This would be as a replacement to the GATE programme item **(Action 8.1)**.

Recommendation

The Board all approved changes to the Board Forward Plan.

9. Any other business

No other discussions were raised by those in attendance.

Date of Next Meeting:

Thursday 2 April, 2026

Time: 5.30pm (Refreshments available from 5pm)

Summary of Actions

Action	Description	Owner
2.1	Await confirmation from Fruitworks regarding the Tree Nursery lease.	PO
2.2	Install explanatory board for GATE activities following main sign change.	PS
2.3	Begin resident consultation on green spaces	PS
3.1	Ensure MUGA floodlighting does not impact nearby homes.	PS
3.2	Share survey results at next meeting.	DK
3.3	Nesfield Road case update	LF
3.4	Review terminology used when describing the difficulty accessing homes	All
3.5	Provide HDN course info and arrange Board self-assessments.	Tmc
4.1	Provide feedback on Biodiversity & Grass Cutting priority.	DK/PS
4.2	Raise concerns with partners about reduced police visibility.	DK
4.3	Safeguarding & Domestic Abuse – consultation with vol Board members	DK
4.4	Governance audit planned for 2026 – TIAA proposals received	PO
4.5	Investor in Wellbeing accreditation – to be pursued as part of 5 year plan	DK
7.1	Board individual training plans following appraisals	DK/TMc
8.1	Add Communications Plan and website improvements to agenda.	PS

APPENDIX 2

Tenant Engagement and Consultation Policy



Tenant Engagement and Consultation Policy

Date 2026

	Author	Checker	Approver
Name	Deborah Kelly	BMT	Board
Position	CEO		
Date			
Process Reference No.			
Other Process Reference			

Issue Record

Issue	Date	Issue History	Issue by
1	19/11/24	Amends Peter Sutton	
2	25/3/26	Amends Deborah Kelly	

Purpose

The purpose of the policy is to make sure that we give everyone who lives in Belle Isle the opportunity to influence how the estate is run, and the services that are provided, and to hold BITMO accountable for the services, decisions and actions it is responsible for.

The Transparency Influence and Accountability Standard sets out the minimum requirements for registered providers.

Scope

The policy covers all landlord services and community development activities that BITMO delivers. It supports the Community Engagement policy of LCC.

Definitions

Information = telling tenants what is happening

Engagement = listening to views

Consultation = tenants influencing decisions before they are made

Responsibilities

All Service Managers and Team Leaders are responsible for designing and delivering consultation relating to their service area. The goal of the consultation may be service improvement or service development. The purpose of the consultation and engagement is to make sure tenants voices are heard, services are as good as they can be, and we learn from the customer experience

Requirements

We will consult tenants on:

- Changes to service standards
- Policy changes affecting tenants
- Rent-related issues (where applicable)
- Major works and estate changes
- Changes to how services are delivered"

We will always feedback to tenants on :

- What we heard
- What we will change
- What we will not change and why.
- Board reports will include a section on tenant insight and how it has influenced recommendations

In order to be able to hold us to account tenants need to know what the service standards we operate are

We will provide tenants with accessible information about services, how to access them and the standards of service tenants can expect.

We will provide information about the standards of safety and quality that tenants can expect their homes and communal areas to meet

In order to hold us to account tenants need access to transparent information about how well we are performing

We will collect and process information about our performance against the tenant satisfaction measures and we will publish it on our website and via Facebook.

We will collect and provide information about how we are performing in delivering landlord services, how income is being spent.

In order to hold us to account, tenants need an accessible transparent simple to follow complaints process

We will publish our complaints policy and process

We will publish information about how many complaints we receive, what the root issues are, how many are upheld and how much we have paid in compensation for service failure.

In order to influence, tenants need a range of opportunities to have their voice heard

We will provide tenants with a wide range of opportunities to influence and scrutinise the strategies, policies and services that BITMO is responsible for.

We will use face to face, telephone and web based means to capture the customer experience of our services, and to consult with tenants about the services they want.

We will carry out face to face outreach consultation to ask people about issues that are specific to where they live on the estate for e.g

- The safety of Belle Isle Circus
- Community orchard
- Community garden
- Play facilities

We will invite tenants to participate in service improvement workshops for e.g

- ASB
- Repairs
- Service Standards

We will reach out to tenants via notice boards, our website, BitsNPieces and social media platforms and ask them to engage with the content of our posts

We will invite tenants to become shareholders and to attend shareholder meetings

We will invite tenants to join a scrutiny group that will closely examine and challenge services that are provided and make recommendations for improvement. Those recommendations will be presented to the Board.

Scrutiny findings will be formally considered by Board, with responses and actions agreed and tracked.”

We will provide support to tenants so that they can engage with opportunities to influence.

We will engage in informal routes for consultation, for example at the Gala, fun days, school holiday activities. This lends itself more to bigger picture consultation about the future of Belle Isle or BITMO objectives rather than detailed consultation around services. It provides the opportunity for tenants to “lead the conversation” around the things they want us to do.

We will maintain a log of consultation outcomes and use it to evidence the engagement undertaken and the impact on decision making. It will be reported to the Board and to tenants. We will monitor the changes we make to ensure that the intended aims are delivered.

Being able to evidence effective consultation, transparency influence and accountability will lead to better services being provided that reflect the needs of tenants. It will support a safer and stronger community, with a more attractive built environment that meets the people’s needs. It will enhance BITMO’s local reputation; and provide better job satisfaction for our staff who will see that the services they provide are meeting expressed local needs.

Linking our Governance, our tenant leadership and community engagement are crucial.

At every board meeting will consider input from the community engagement activities we undertake; and the content, decisions and outcomes of board meetings will be communicated to tenants via Facebook and the Website within 5 working days of the meeting taking place.

Leeds City Council

Over and above the commitments in this engagement policy, Leeds City Council, as the landlord will consult with tenants in the Belle Isle area in relation to its strategies, policies and services.

Equality Diversity and Inclusion

We will provide information and opportunities to engage in a variety of formats to adapt to individual’s communication preferences. Where possible we will monitor engagement by the protected characteristics of participants to make sure that we understand the diverse needs of tenants, support needs, and adapt what we do accordingly to deliver equitable outcomes for tenants.

The adaptations that we make to suit individual communication needs include, verbal face to face communication where we know or come to know that an individual has limited literacy. We use translation software where people have limited English language skills. We engage in -person translation services for face to face meetings.

Reporting on impact of the policy

TSMs	Report to Board	Publish on website	Include in annual report	Identify changes in processes, policies or services arising as a result of engagement
Complaints	Report to Board	Publish on website		
Service improvement workshops	Report to Board	Publish on website		
Scrutiny	Report to Board	Publish on website		
Shareholder meetings	Report to Board	Publish on website		

Outreach	Report to Board	Publish on website		
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