



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION**

BOARD MEETING

AGENDA AND PAPERS

PART A

Thursday 4th June 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 4th June 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
 1. Leeds Street Charter – behaviours and promotion
 2. Anti-Social Behaviour issues witnessed and reported
 3. Youth work and partnership organisations
 4. Challenging a diversity blame culture

Presentations:

- (i) 20 year service award
- (ii) Local police update
- (iii) Introduction of potential Lift Off trustee

Meeting items:

1. Board Declarations (page 6).
2. Minutes and Matters Arising from the Board meeting held 2nd April 2026 (page 7 & Appendix 1, page 40)
3. Operational Report (page 8)
4. Operations Committee Report (page 20)
5. Finance Committee Report (page 26)
6. Board Forward Plan – meeting details (page 36)
7. Any other business (page 39)

Part B – Confidential Items (Part B papers)

**BITMO Board meeting 4th June 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	Police update. Lift off trustee. Bite Size training: Rent collection and support; supporting a positive rent payment culture.	Key partnership working. Potential key hardship partner. Helping tenants to help themselves through a fair transparent process.	Liaise, feedback and promote messages. Ensure charity is well run. Review the service provided.	Discuss, contribute and agree actions. Review to see if a potentially suitable appointment. 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.
Operations Committee	Review of the latest meeting of the Committee.	Important operational activities are reviewed by the Committee which then advises the Board.	Operational activity will be reviewed In order to streamline reporting to Board.	Review the scrutiny and recommendations of the Committee.
Finance Committee	Report from the last meeting.	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. Declarations

1.1 Declarations of Interest

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

For any such declarations a decision should be made by the Board as to how such issues should be handled. Options include (i) requesting that members step outside a meeting for the item in its entirety; (ii) to take part in initial discussions and then withdraw; (iii) to take part in discussions but not to take part in voting; or (iv) to take part and to vote, if a potential conflict is not recognised.

1.2 Declaration of Understanding

Board members are asked to confirm that they have read the BITMO Board papers for the meeting on 4th June 2026. They are asked to confirm that they understand what is expected of them in terms of decisions to be made and that if they have had any doubts they have contacted BITMO staff for clarification.

Recommendation:

Board is asked to make declarations as required above.

Notes:

2. Minutes and Matters Arising

In this part of the meeting the Board will consider the minutes and matters arising from the **Full Board Meeting held on 2nd April 2026 (Appendix 1)**. The table below details updates on items not dealt with elsewhere on the agenda.

Matters Arising:

Action	Required	Owner
1	Revised draft lease issued to Fruitworks for approval following on from satisfactory outcome of queries raised.	PO
2	Explore alternative contractor options for enhanced GATE signage.	PS
3	Progress swamp consultation and environmental improvement scheme using resident feedback.	PS
4	Share planned works and customer service survey findings via tenant communications.	DK
5	Arrange Board appraisals following self-assessments.	TMc
6	Develop Board training plans and EDI training.	TMc
7	Add Communications Plan and website improvements to be brought to next Board meeting.	DK/PS
8	Discuss TIAA audit proposal and invite TIAA to Operations Committee. Representative invited to meeting on 25 th June.	PO / DK

Recommendation:

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

Notes:

3. Operations Report

BITMO

BOARD Report



Meeting Date: 4th June 2026

Report Title: CEO Report

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary

This report provides an update on strategic and operational activities. The Board is invited to consider and comment on these updates and proposals.

Recommendations:

The Board is requested to

- 1 Discuss and comment on the report.

Equality Diversity and Inclusion

There are no EDI implications

Regulatory Framework:

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

Purpose of the report

The report provides an update on our goal to achieve Investors in People (IiP) accreditation. It presents a set of customer service standards for approval, reviews delivery against the 26/27 annual plan, and presents a proposal for a Board away day in August/September. It provides the latest information regarding discussions around the Modular Management Agreement

Office refurbishment

Following in principle agreement from the Board on Thursday 9th April we have progressed staff engagement and met with NPS to confirm our intention to proceed with the work.

The work will follow a number of Royal Institute of British Architects (RIBA) design and procurement stages as set out below. We anticipate that actual construction work will begin in 2027, and that the period of time to complete the work will be 12 months. This is because construction to an occupied building requires careful phasing to allow business as usual to continue.

RIBA Stage	Name	Key Activities	Status
0	Strategic Definition	Identify the need for the project, assess options, develop the business case.	Complete
1	Preparation and Briefing	Develop the project brief, feasibility studies, surveys, budget, programme, and project team.	Underway
2	Concept Design	Initial design proposals, outline layouts	
3	Spatial Coordination	Develop the design in detail, coordinate structure and services, prepare for planning approval if required. Procurement route selection	
4	Technical Design	Produce detailed drawings, specifications, schedules, and information needed for construction.	
5	Manufacturing and Construction	Construction on site, fabrication, inspections, contract administration.	
6	Handover	Completion, commissioning, snagging, training, occupation, and handover documentation.	
7	Use	Post-occupancy evaluation, defects management, building performance monitoring	

Investors in People (IiP)

Following a meeting with Investors in People on Thursday 9th April. We have committed to commence the process of gaining accreditation beginning in October this year.

IiP accreditation is based upon supporting organisations through a focus on effective leadership, supporting people to succeed, and continuous improvement.

The assessment and accreditation are based upon the arrangements the organisation has in place for:

- 1] **Creating a clear vision** for the organisation so that people understand where the organisation is going. It focuses on leaders in organisations modelling behaviour and values and having open communication and collaboration.
- 2] **Managing performance**, structuring work through clear roles responsibilities and processes, and recognising and rewarding good performance.
- 3] **Continuous improvement** through building capability in the organisation, effective use of data and feedback, and aligning people with business goals.

We have established an IiP working group of a cross section of staff and have begun to roll out understanding of IiP to staff, discuss our strengths and opportunities to improve in relation to the IiP framework.

In preparation for this we are refining our values (see below), aligning values to a set of behaviours, revising our 1:1 and appraisal process and developing a people strategy.

We propose amendments to our current values as below.

Our Values	What this means for you
Tenant leadership	We will understand tenants’ rights and will prioritise them in the way you work. You will treat tenants with respect and courtesy.
Community Centred	We will work within the community on community projects and initiatives
High standards of governance, accountability, leadership and probity. Accountability	We will follow policies, and procedures, and where we are not clear about them, we will ask for clarification and help.
Working together Collaborative	We will think outside our own teams to help and work with colleagues across the organisation to support each other in our roles. We will communicate honestly and openly with a problem solving mindset.
Providing the highest quality of service, Excellence	We will always question whether the way we are working is the best way and will seek opportunities to improve efficiency, effectiveness and the outcome for tenants and the organisation
Respect, integrity, fairness and trust	Act consistently with respect towards all our colleagues we will demonstrate integrity, fairness and trust.
Value each other’s points of view Inclusion	We will actively participate in team meetings, and workshops and training events sharing our perspectives, and listening to others, respecting each person and the difference they bring.

Modular Management Agreement

A meeting of the modular management agreement (MMA) working group took place on 31st March.

At the meeting we discussed potential areas to amend in the MMA. Five areas were discussed:

- Preparation and service of Notices for tenancy breaches
- Rent collection
- Compliance
- ASB
- Procurement

We have written to LCC with regard to this and at the time of writing were awaiting their formal response. A verbal update will be provided at the meeting.

Service Standards

Having a clear set of standards that tenants and colleagues can understand across all areas of our operation makes it easier for tenants to expect the right level of service and hold us to account if we don't deliver it. It removes ambiguity. We move from "we did our best" to "we delivered".

We have been in dialogue with LCC around their service standards and have agreed that we will adopt theirs as a minimum. There are issues around how we can report on service standards using the IT that we have available. For example, if one of our service standards is to return telephone calls in 48 hours, we are unable to track all incoming requests for service and the associated return telephone call so we cannot report that X% of telephone calls were returned within target time. We can however use CATS (customer relationship management system) to track contact in relation to individual enquiries so if we receive a complaint, we can track the actions we have taken against the individual service request.

The table below contains our current published service standards. Board are requested to comment upon them.

Once the complete set of service standards is approved by Board we will publish them on the website.

We will adopt whatever means LCC devise for system based reporting on service standards.

Telephone, email or written enquiries (other than repairs requests) including permissions.	We will respond within 5 working days	When we need to ask you for additional information to support your request, we will be clear about what we need and why.	We will offer you an in person meeting to discuss the situation.	We will make a decision within 7 working days of receiving all the information we need.	If you are not happy with the decision you have the right to appeal using our complaints procedure. working	
Disabled adaptations.	We will respond within 5 working days.	When we need to ask you for additional information to support your request, we will be clear about what we need and why.	We will inspect your home to discuss the situation within 10 working days of the request.	We will consider whether the adaptation is the most reasonably practicable solution and will consider other options such as rehousing.	We will respond to your request within 20 working days.	If you are not happy with the decision you have the right to appeal using our complaints procedure.
Property inspections.	We will inspect your home to discuss the situation within 10 working days of the request.					
Damp and mould service standards.	We will inspect your home to discuss the situation and diagnose the defect within 3 working days of the request if there is an emergency risk and within 10 working days if there is a significant risk.	We will make you aware in writing of what remedial work we will carry out and what remedial steps you need to take.				
Gardens If we contact you because your garden is messy.	We will make you aware of what action you need to take.	We will give you a reasonable amount of time to do it. The amount of time will vary according to the extent of work required.	We will lend you tools if you need them.	We will only begin formal action after you have had the opportunity to do the work and maintain it.		

Complaints.	We will investigate stage 1 in working 10 days.	We will investigate stage 2 in 20 working days.	At each stage we will confirm the complaint definition, the complaint decision, the reasons for it, details of any outstanding actions, details of any remedy offered, details of how to escalate.			
Requests for compensation.	We will investigate in 10 working days.	We will confirm the decision, the reasons for it, details of any outstanding actions, details of any remedy offered, details of how to escalate if you are not satisfied.				
Mutual exchange.	We will respond to an initial enquiry within 5 working days.	When we need to ask you for documentary evidence to support your request, we will be clear about what we need and why.	We will offer you an in person meeting to discuss the situation.	We will make a decision within 42 days of receiving all the information we need.	If you are not happy you have the right to appeal via our complaints policy.	
Fencing requests.	We will respond within 5 working days.	When we need to ask you for documentary evidence to support your request, we will be clear about what we need and why.	We will offer you an in person meeting to discuss the situation.	We will make a decision within 7 days of receiving all the information we need.	If you are not happy you have the right to appeal via our complaints policy.	
Tenancy changes requests.	We will respond within 5 days.	When we need to ask you for documentary evidence to support your request, we will be clear about what we need and why.	We will offer you an in person meeting to discuss the situation.	We will make a decision within 7 days of receiving all the information we need.	If you are not happy you have the right to appeal via our complaints policy.	
Anti-Social Behaviour (ASB).	We will acknowledge a report of ASB within 1 working day.	We will contact you to discuss the ASB within 2 working days after you have sent us completed diary sheets.	We will discuss with you what action we will take.	We will contact you every two weeks to keep you up to date with what is happening and get information from you.	If we close a case, we will explain to you what action we have taken and why we are closing the case.	

Gutter cleaning.	We will clear gutters with 28 working days of request.				If you are not happy you have the right to complain via our complaints policy.	
Communal area cleaning.	We will clean the communal areas in 3 storey blocks weekly.				If you are not happy you have the right to complain via our complaints policy.	
	We will clean the communal stairways of four flat blocks quarterly.				If you are not happy you have the right to complain via our complaints policy.	
	We will clean the communal rooms in Retirement Life accommodation weekly.				If you are not happy you have the right to complain via our complaints policy.	

Board Strategy Away Day 2026

Board Members are asked to consider arrangements for the annual Strategy Away Day, including:

- preferred timing for the event (with late August proposed as the preferred period).
- venue/location options.
- and the preferred format and content of the agenda.

A number of possible approaches could be adopted for the day, including:

- (i) presentations and updates delivered by colleagues from across the organisation.
- (ii) facilitated workshops focused on strategic priorities and future challenges.
- (iii) tenant-led discussion and brainstorming sessions to strengthen tenant influence in strategic planning.
- (iv) governance and sector-focused sessions facilitated by external partners or advisers.
- (v) or a blended approach combining presentations, engagement activity and facilitated discussion.

The intention is that the Away Day provides Board Members with the opportunity for strategic reflection, open discussion and collaborative development of organisational priorities for the coming period.

Board Members are invited to provide feedback on their preferences so that arrangements and agenda planning can commence.

Review of annual plan

At the Board meeting in August 2025, the board determined a number of priorities that aligned to BITMO's current values and new values. Additional funding was put in place, taken from reserves to boost expenditure in the areas identified by the Board. Progress in delivering against the plan is shown in the table below.

There is more work to be done particularly in relation to domestic violence and our support offer. Discussion with LCC regarding the modular management agreement will impact on our delivery in terms of dealing with ASB and criminal activity.

Delivery against the plan has been impeded by some staff absence, but also by some low levels of tenant engagement with community projects - indicating that perhaps these are not the projects we wish to pursue. Board is requested to consider this.

Objective	Theme	Action	What does good look like and how will we know when its done	Measures of success	Outputs	RAG
Invest in people's homes	Our green agenda	Invest in thermal efficiency programmes	Householders will be satisfied with the level of investment in their homes	Tnt satisfaction, spend against budget, carbon reduction	Overall satisfaction is 76%. Satisfaction data regarding the thermal efficiency work will be gathered at the end of the year, so that we can evidence the change in thermal comfort and heating costs. We spent £244k on thermal efficiency works (insulation) and £250 on repalcment boilers nad heating systems. Overall we inveted £1.9m in peoples homes which represents a contribution from reserves of £353.	Green
Invest in people's homes	Get the basics right	Improve the quality of estate management	Local Pride inspections will evidence improved appearance, planters will be better maintained	TSMs	Satisfaction that communal areas are kept clean and well maintained is 73% (an increase of 4%), satisfaction that BITMO makes a positive contribution to the neighbourhood is 78% (an increase of 7%). Planter maintenace is currently outsourced with plans to revert to inhouse maintenance once the remedial work is complete, and pending the findings of the repairs review regarding capacity.	Green
Support people to live well	Our green agenda	Reduce use of carbon in the office and reduce energy bills	An LED lighting scheme will be completed and energy bills will be reduced.	Carbon reduction	The scheme is complete.	Green
Support people to live well	Our green agenda	Support food growing in Belle Isle	Tnts will be involved in the community orchard and garden and there will be increased take up of food growing opportunities	Tnt feedback		Red
Support people to live well	Our green agenda	Increase bio diversity through planting and reduced grass cutting	continue to progress work with the Leeds arium and Fruitworks	TSMs		Amber
Support people to live well	Get the basics right	Roll out renewed ASB policy and actions	Higher levels of enforcement action on ASB. Higher levels of tnt satisfaction	TSMs QA	Satisfaction with ASB handling is 58% (an increase of 6%). We are continuing our work on raising the profile of our work on ASB through our Action Days. We have secured one eviction related to ASB, property condition and debt. We have entered a dialogue with LCC regarding fuller management of the ASB service.	Amber
Support people to live well	Empowering our community	Raise awareness of DV and Safeguarding	Tnts will report their experience of DV to us and we will support and signpost people to services that can help them	QA, Safegaurding referrals	This work has been paused as a result of staff absence but will recommence shortly.	Amber
Support people to live well	Empowering our community	Promote reporting of criminal activity via ASB action days and Voicescape	We will see an increase in Police intelligence and will take tenancy action to reduce ASB	TSMs QA	We have worked successfully with partner agencies to help a tenant to cease his anti social behaviour. As a result he is now receiving support, a cuckoo situation has been resolved and his neighbours are more experiencing the benefits.	Amber
Build tenant control	Empowering our community	Develop a succession plan to support a strong board	We will have 1] a complete board 2] an "operations" type committee 3] board will concentrate on strategic issues 4] board members will participate in training and development 5] an external review of governance in2026 and 2029 will provide good assurance	Board KPIs	We have established an operations committee, we have welcomed new Board members and there are signs that Board engagement is strengthening. We have two vacancies.	Green
Build tenant control	Empowering our community	Develop the board to provide community leadership	Board members will participate in local pride inspections, and be champions for the estate	Board self assessment	Some Board members are participating actively in discussions around how we improve the appearance of the estate. Once the repairs review is concluded we will have a better understanding of the resource requirements needed to progress this area of work .	Amber
Build tenant control	Empowering our community	Improve tenant information and accountability	We will provide customer service information that tenants contribute to and understand.	TSMs QA	We have produced a comprehensive set of customer information. We are scoping out a basic training plan for all staff, so that all staff understand our service offer and are able to demonstrate high levels of confidence. We are producing a tenant focused performance report that will be more accessible for tenants.	Green

Conclusion

The report has presented an update on current projects and priorities for consideration by the Board. Progress on delivery of the annual plan has been demonstrated.

Recommendations:

Board is requested to:

- (i) Discuss and ACCEPT the report.
- (ii) Approve the Service Standards presented
- (iii) Approve the revision to BITMO values presented
- (iv) Consider arrangements for the Annual Board Strategy Day 2026 and provide appropriate guidance.

Notes:

4. Operations Committee Report

BITMO

Board of Management Report



Meeting Date: 4th June 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 23rd April 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	✓		

4.1 Performance reporting

4.1.1 Tenant Satisfaction Measures

(i) Current Tenant Perception Measures

The results for the year to 31st March 2026 were reported to the last meeting and included in the minutes below. The sample surveys are conducted halfway through each quarter and so are available before other key performance indicators. There are some 300 tenants surveyed per year and so some statistically meaningful data is now available.

The TPM table in the minutes below show the results for the three years since inception of the regulatory requirement to 31.03.26 (see page 28).

We now have comparator information to compare the final 2025-26 BITMO results against the housing areas of South Leeds. These are given below.

These indicate that the comparators of Hunslet and Middleton are, like BITMO, doing well in many areas. BITMO continues to be ahead of our 70% target in the majority of areas of operation, but there continues to be a need for relentless focus on both maintaining and enhancing levels of performance. Complaints handling has been reviewed recently and some changes made to procure to ensure that they are as fair, efficient, open and transparent as possible.

Comparator areas:

South:

	South																		
	Overall - All areas	Example Area						OS				OSE						BITMO	
		Beeston & Holbeck		Hunslet and Riverside		Middleton		Morley		Rothwell		Halton Moor & Osm		Kippax & Garforth		Swarcliffe		Current 4Qs	Diff to previous 4Qs
Current 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	
Count of properties	52097	2012	-	1902	-	2060	-	1943	-	2058	-	1356	-	1900	-	1882	-	1849	-
Count of responses	2522	104	-	82	-	95	-	89	-	94	-	60	-	84	-	77	-	300	-
Statistical accuracy - confidence interval	2%	9%	-	11%	-	10%	-	10%	-	10%	-	12%	-	10%	-	11%	-	5%	-
Overall satisfaction with services provided	69%	73%	-3%	76%	10%	79%	20%	76%	14%	66%	1%	67%	-4%	68%	-1%	77%	12%	76%	1%
The home																			
Percentage of tenants who had a repair in the last 12 months	69%	70%	-1%	72%	5%	75%	-2%	72%	2%	69%	-7%	58%	-11%	70%	1%	65%	-10%	71%	-4%
Satisfaction with overall repairs service received in the 12 months	74%	80%	7%	84%	21%	79%	10%	82%	5%	73%	-5%	79%	8%	74%	8%	85%	21%	78%	-4%
Satisfaction with time taken to complete most recent repair	76%	82%	8%	79%	22%	78%	18%	87%	14%	75%	9%	86%	28%	79%	12%	83%	11%	79%	-2%
Satisfaction that landlord provides a home that is well maintained	69%	78%	-1%	80%	11%	79%	17%	78%	13%	65%	-5%	60%	-6%	67%	-4%	80%	8%	76%	4%
Satisfaction that landlord provides a home that is safe	74%	75%	-3%	76%	10%	84%	16%	84%	10%	73%	-3%	75%	4%	74%	1%	84%	0%	81%	1%
Contact and communication																			
Landlord listens to your views and acts upon them	57%	65%	8%	61%	11%	67%	13%	71%	23%	48%	-7%	56%	4%	54%	-5%	63%	1%	68%	3%
Kept informed about things that matter to you	70%	77%	6%	70%	0%	73%	16%	78%	17%	61%	-5%	69%	-4%	70%	-1%	73%	10%	79%	0%
Agreeing 'my landlord treats me fairly & with respect	73%	75%	0%	70%	-3%	79%	14%	78%	8%	69%	-9%	75%	-1%	78%	5%	72%	0%	84%	4%
Percentage who made a complaint in the last 12 months	25%	25%	-13%	22%	-11%	21%	-7%	21%	-14%	17%	-9%	27%	3%	22%	2%	29%	6%	24%	-3%
Satisfaction with landlord's approach to complaints handling	27%	32%	-10%	33%	7%	42%	34%	42%	28%	50%	34%	44%	8%	11%	-13%	19%	3%	35%	-6%
Satisfaction that your landlord is easy to deal with*	68%	71%	8%	73%	6%	72%	10%	74%	9%	66%	-1%	72%	3%	73%	4%	68%	1%	77%	0%
Neighbourhood and community																			
Communal areas are kept clean and well maintained	66%	69%	-9%	70%	23%	63%	-4%	76%	22%	56%	-22%	74%	9%	65%	8%	79%	-5%	73%	4%
Landlord makes a positive contribution to your neighbourhood	62%	68%	1%	65%	2%	72%	16%	63%	6%	61%	0%	64%	6%	69%	17%	57%	-11%	78%	7%
Satisfaction with landlord's approach to handling ASB	54%	64%	2%	65%	12%	60%	15%	57%	-1%	48%	-2%	59%	1%	61%	8%	44%	3%	58%	6%

Summary of comparator areas:

Full Year 2025-26	BITMO	Hunslet & Riverside	Middleton
Overall satisfaction	76%	76%	79%
Repairs satisfaction	78%	84%	79%
Repairs time taken	80% (79% above, rounding)	79%	78%
Well maintained home	76%	80%	79%
A safe home	81%	76%	84%
Landlord listens and acts	68%	61%	67%
Kept informed	79%	70%	73%
Treated fairly and with respect	84%	70%	79%
Complaint handling	35%	33%	42%
Communal areas	73%	70%	63%
Contribution to neighbourhood	78%	65%	72%
Handling of ASB	58%	65%	60%

The Committee requested that percentages from the whole of South Leeds be added to the above table for future reports.

(ii) Management Information Measures (MIM's)

Current Management Information Measures

Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-2	2025-26 Q1-3	2025-26 Q1-4	Comments/Notes
CH01	Complaints	Complaints relative to the size of the landlord - Stage 1	N/A	20.30	19.29	25.91	TBC	To be reconciled to LCC figures.
		Complaints relative to the size of the landlord - Stage 2	N/A	4.39	2.76	1.10	TBC	To be reconciled to LCC figures.
		Complaints responded to within target time - Stage 1	N/A	97.30%	88.57%	97.96%	TBC	To be reconciled to LCC figures.
		Complaints responded to within target time - Stage 2	N/A	100.00%	100.00%	100.00	TBC	To be reconciled to LCC figures.
		Number of complaints referred to the Ombudsman	N/A	1	0	0	0	No cases notified.
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%	99.17%	1793/1808 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%	100%	All FRA for BITMO properties now complete
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%	98.19%	81 properties (331 dwellings) blocks require re-inspections - 76 properties(325 dwellings) have had a reinspection carried out - 5 properties (20 dwellings) require a reinspection- NMCP are struggling with capacity - Risk is very low
BS04 (TSM)	Water Safety Checks	Proportion of homes for which all required legionella risk assessments have been	100%	100%	100%	100%	100%	7 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)	7.05%	129 dwellings on the ND list for Mar 26 - 55 x Chimney - 2 x Effective Insulation - 2 x Electrical Hazards - 2 x Wall Covering - 5 x Windows - 55 x Roof Covering, 5 x kitchen & 2 x Bathroom - Surveyor has completed inspections on wall covering, roofs and chimneys and will update Keystone for next BSD
RP02a	Repairs Completed in	Percentage of emergency repairs completed within target timescale	≥ 94%	N/A	98.49%	99.05%	98.79%	128/128 Emergency repairs were completed in time for March 26
RP02b	Repairs Completed in Target (Non-Emergency)	Percentage of non-emergency repairs completed within target timescale	≥ 85%	N/A	95.99%	93.66%	86.97%	274/405 non - emergency repairs were completed in time for Mar 26 - Ressources are being taken up on voids at the moment - Mears resources are now at full capacity following recruitment

The Committee also looked at the Supplementary Management Information Measures.

A query was raised as to whether the non-access properties for gas compliance visits were normally the same properties. It was confirmed that this is usually the case. A summary of process steps would be supplied to the next meeting.

It was noted that electrical compliance had improved significantly to some 92% - with 1664 out of 1816 properties having a valid certificate. This work is reliant upon Leeds Building Services (LBS).

LBS also certify the communal area fire alarms and this work was 3/5ths complete – although manual tests were conducted each week by BITMO staff.

There were some 30 Damp and Mould cases open as at 31.3.26, all within reporting timetables. Further statistics on this reporting requirement would be supplied in due course.

For other Key Performance Indicators it was noted that the percentage of repairs appointments kept had fallen to 89% for 2025-26 from 98% in the prior year.

The time taken to relet empty properties had risen to over 43 days for 2025-26 from 36 in the prior year – compared to a target of 28 days. Procedures had been implemented to shorten this average time – principally relating to asbestos survey work. The number of empty void properties at 31.3.26 was 19 – an increase from 8 for the prior year end.

There was an increase in average staff absence from 6 to 13 days, due to longer term illness (most of which is now ended).

Recommendation:

Board is asked to ACCEPT the report from the Committee and raise any queries.

Notes:

5. Finance Committee Report

BITMO

Board of Management Report

Meeting Date: 4th June 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 21st May 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

Part A matters discussed were:

- Revenue Management Accounts 2025-26
- Capital Accounts 2025-26
- BITMO Reserves
- Revised Capital Budgets 2026-27

5.1 Revenue Management Accounts

There had been some delays in producing management accounts for the year to 31st March 2026, due to continued problems relating to the Dynamics accounting system introduced across Leeds CC. Work continued to ensure that all transactions are correctly recorded on the system. That work was nearly complete.

Initial data indicates taken on 12th May indicated that there was a deficit for the year on normal operating activities of some £88k, before taking into account the contribution to capital schemes. A considerable amount of work still needs to be conducted before we have certainty on the outcome. We know that there has been increasing pressure on the repairs budget following on from the obligatory 9% inflation adjustment to the main contract and increased numbers of jobs coming through. The contribution to capital schemes needs to be added to the operational result on normal activities to come to an overall impact on reserves.

Initial overall results summary, including capital contribution (draft):

Revenue Account 2025-26	
Costs	
Cyclical	624,258
Responsive	2,599,325
Lettings	260,166
Tenant Rent	280,143
CAT	310,429
Retirement Life	95,903
SLAs	87,714
Corporate	659,691
Income	(4,475,741)
Deficit	(441,888)

The potential total reduction in reserves of £442k comprised

- (i) the contribution to capital schemes of £353k – see below
- (ii) the deficit on normal activities of £88k

There may be some financially neutral adjustments between these two figures of £66k relating to the accounting treatment of the Buyback costs as detailed below. These are costs which are spent to bring a recently re-purchased property up to a lettable standard.

Figures at that stage were very provisional. Work was progressing to clarify this position and get figures ready for audit after a very challenging period dealing with the new finance software.

In addition to the deficit on normal activities reported above, there had been a significant contribution to the capital programme for 2026-27. This is detailed below.

Committee accepted the report.

5.2 Capital Accounts 2025-26

Detailed spend to 31.03.26

Programmed repairs tracker	2025-26 Budget Original	2025-26 Revised Tracker	2025-26 Total Spend	Variance	Notes
Workstreams	A	B	C	B-C	
Kitchens & Bathrooms	360,300	418,100	526,865	(108,765)	1
Boiler Replacements	230,400	209,917	256,191	(46,274)	2
Mansard Roofs	145,600	161,282	161,282	0	3
Thermal Efficiency works	200,000	200,000	243,877	(43,877)	4
Windows	66,000	72,000	99,192	(27,192)	5
Front Doors	38,500	210	7,187	(6,977)	6
Rear Doors	24,000	-	2,101	(2,101)	6
Rewires/Electrical Remediation	128,000	4,308	18,777	(14,469)	7
Adaptations	75,000	75,000	93,857	(18,857)	8
Adaptations	75,000	75,000	86,594	(11,594)	9
Level access ramps	20,000	20,000	37,207	(17,207)	10
Roofing	50,000	50,000	19,414	30,587	11
Capital Voids	123,200	150,000	159,232	(9,232)	12
Other		21,896	3,844	18,052	
MUGA		5,360	-	5,360	13
Structural		25,000	9,377	15,623	14
Fire damage		-	99,175	(99,175)	15
Garden		-	61,922	(61,922)	16
Decency Failures	50,000	50,000	5,733	44,267	17
Staff costs		81,927	81,988	(61)	18
Total	1,600,000	1,620,000	1,973,814	(353,814)	

Notes

- 1 Equans - 51 Kitchens & 9 Bathrooms; Mears - 15 Kitchens; Total 65 Kitchens & 9 Bathrooms. Average cost £7.1k.
- 2 143 - Boiler replacements. Average cost £1.8k.
- 3 12 Mansard Roofs. Average cost £13.6k.
- 4 15 Properties received thermal boarding upgrade - 6 Blocks received and overhauled - new roofs, loft insulation, soffits, eaves etc. We have also completed some essential work in the

communal stairwells on these block - new emergency lighting, smoke alarms and upgrading the electric circuit boards. Work continues on other blocks in 2026-27.

- 5 The windows budget is overspent by £27k – much of which could be referenced from the Decency budget which is underspent.
- 6 7 new doors. Average cost £1.3k. Some doors programme is not required, following stock condition work.
- 7 3 properties had a re-wire. Average cost £6.3k. Communications process reviewed following low access rates.
- 8 Mears - 15 Adaptations. Ave cost £6.3k.
- 9 LBS- 4 Adaptations. Ave cost £21.8k.
- 10 4 Blocks Winrose Approach.
- 11 The misc roofing budget is intended for unplanned events and has not had to be utilised as much as anticipated.
- 12 81 Voids in total for the year.
- 13 Lighting costs.
- 14 To be seen in conjunction with Decency Failures.
- 15 Separate funding from LCC declined but further discussions due.
- 16 Gardens at Winrose Approach 3 Storey Blocks.
- 17 Better stock condition data means less likelihood of significant costs.
- 18 Staff costs attributable to the provision of agency service in managing the programme.

At the previous Committee meeting on 12th March, expected spend was reported as 113% of the budget of £1.6m and continued spend on unexpected items may occur by the end of the financial year. 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 has indeed occurred.

Previously it was reported that the resultant reduction in reserves looked to be in the region of £313k. The figure is now showing at £353k.

The original revenue budget included a £100k contribution to capital schemes. It was recognised during the year that this would be exceeded .

If the £99k fire damage cost can be retrieved from LCC as we think is fair and equitable, then this would mean a corresponding reduction in the contribution to capital schemes.

The impact of the result of increased contribution to capital spend for 2025-26 is examined below.

Committee accepted the report.

5.3 BITMO Reserves

5.3.1 Revenue Budgets 2026-27

Preliminary budgets for the year ended 31.3.27 were presented to the Committee on 15th January 2026 and final budgets were presented on 12th March as follows:

EXPENDITURE	Actual 2024-25 £	Budget 2025-26 £	Pre- Budget 2026-27 £	Budget 2026-27 £	Budget variance 2026-27	Variance 2025-27 £
Responsive Maintenance	1,363,370	1,493,780	1,737,301	1,772,301	(35,000)	278,521
Cyclical Maintenance	597,283	723,915	772,765	793,090	(20,326)	69,176
Total Maintenance	1,960,653	2,217,695	2,510,066	2,565,391	(55,326)	347,696
Community Development	249,201	267,587	303,547	303,717	(170)	36,131
Income & Tenancy	310,096	323,194	309,975	309,975	0	(13,219)
Tenancy Support	247,897	323,715	291,715	291,715	0	(32,000)
Retirement Life	112,092	117,816	120,545	120,545	0	2,729
Corporate Running Costs	202,146	224,558	182,249	180,162	2,087	(44,396)
Corporate Staffing Costs	400,295	419,776	427,044	427,044	0	7,268
Service Level Agreements	66,559	63,453	65,864	65,864	0	2,411
TOTAL EXPENDITURE	3,548,939	3,957,793	4,211,005	4,264,414	(53,409)	306,620
INCOME						0
Management Fee and Other Income	3,862,431	3,911,537	3,970,834	3,974,575	3,741	63,038
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)

Since that time, the Management Allowance income figure from Leeds City Council has changed from of £3,915k to £3,924k and this figure has been confirmed. The £58k baseline reduction was due to be phased in over two years, with a £29k reduction in 2026-27 and then £58k per year from then on. The £29k year one baseline reduction is now £21k and so the impact of the agreement on the current year is not large – although the impact for future years will be very beneficially significant for BITMO's ability to fund its obligations. It is not considered necessary to propose a change to the agreed budget with regard to this item of income.

The accounts do include the Year 1 costs detailed in the additional spend table below (with a change to the £300k capital contribution being having been revised to £250k as above).

The revenue budget for 2026-27 therefore indicated an overall reduction in BITMO Reserves of £592k.

Reserves as at 1st April 2025 were £1.931m.

The anticipated deficit on ordinary activities for 2025-26 may be in the region of some £88k (subject to change as management accounts are finalised and the investigations mentioned above re the buyback costs).

The capital contribution for 2025-26 as it currently stands is £354k.

This brings the possible level of reserves at as 1st April 2026 to £1.490m.

The Revenue budget outcome for 2026-27 of £592k and the office refurbishment costs would reduce reserves further.

This potentially would not meet the minimum reserves requirement of some £910k and so the items detailed in the additional 5-year spend table above need to be reviewed. The capital contribution for 2026-27 also needs to be reviewed.

(i) Five year additional spend programme

It is proposed that the proposed gutter cleaning and tree survey programmes are reviewed for 2026-27 as there are considered to be more cost efficient ways of conducting this work. It is proposed that this cost of gutter clearing be limited, if possible, to £10k per year. See CEO comment below. With regard to tree surveys a free training resource has been located and so this work will now be conducted as part of the Local Pride and other estate inspections, with a small residual budget of £5k for surveys and a forestry budget included in normal operating costs.

(ii) Capital programme 2026-27

It is proposed that the planned revenue contribution to the capital scheme is revised to £100k from the current £250k. This is because of the capital scheme overspend incurred in 2025-26. The budget was built with some flexibility built in as it was anticipated that the initial proposal of £300k may need to be scaled back. Any reduction in contribution would not affect statutory obligations and the required decency standard of homes.

If these items are tabulated then the results were as follows:

BITMO Reserves	£
Balance as at 1st April 2025	1,931,000
Anticipated deficit on normal activities 2025-26	(88,000)
Capital contribution 2025-26	(353,814)
Anticipated balance at 31.3.26	1,489,186
Budgeted Revenue deficit 2026-27 (including £195k of extra spend)	(290,000)
Budgeted Community Fund expenditure 2026-27	(52,000)
Budgeted Capital contribution 2026-27	(250,000)
Anticipated office refurbishment spend 2026-27 (initial anticipated cash spend in 2026-27 but to be spread over 4 years)	(25,000)
Potential reserves at 31.3.27	872,186
Remaining office refurbishment costs (spread over 3.5 years)	(155,000)
Potential reserves as at 31.3.31	717,186
Minimum reserves per 2025-26 financial statements	<u>910,000</u>
Potential shortfall in minimum reserves	(192,814)

Proposed actions:				
	Potential shortfall in minimum Reserves (as above)			(192,814)
	Reduction in additional expenditure 2026-27			
	Gutter clearing		20,000	
	Tree surveys		25,000	
				45,000
	Reduction in capital contribution 2026-27			
				<u>150,000</u>
	Potential excess over minimum Reserves levels			
				2,186

There was still a possibility that the £99k fire damage property costs may be recovered from LCC, but this cannot be guaranteed.

The position above would mean that the additional spend anticipated in years 2-5 would need to be reviewed. There is considerable potential for savings in these costs - gutter clearing and tree surveys being examples. Only one element is committed at present – the Grounds Maintenance cost of £65k per year in 2026-27 and the following year.

The Chief Executive noted that savings in the gutter clearing programme could not be guaranteed and that such work may need to be conducted by a contractor, but also noted that some flexibility of approach was possible with a current review of the property need and potential fulfilment mechanisms.

5.3.2 Capital Budgets 2026-27

Previous 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 had comprised the agreed budget from LCC of £1.5m, plus a provisional allocation of £250k from BITMO reserves. It was proposed, in light of the significant contribution in 2025-26 and the resultant impact on reserves detailed above, that the BITMO contribution be reduced to £100k (a reduction of some £150k).

Reduction options available:

(i) Mansard roofs.

We are ahead of target on for these items and they will not need to be replaced until 2030 at the earliest. The proposal is to move this budget to Fire Actions necessitated by the Fire Risk Assessment Action Plan being worked upon by a temporary dedicated officer for three months. A budget of £180 should be more than enough to cover these costs. There would therefore be a saving of £41k.

(ii) Thermal Efficiency works.

The cost of these has been budgeted at approximately £30k per block and the intention was to do 6 blocks. We have asked for an updated cost for the remaining 5 blocks on Belle Isle Circus. This has been received and is £159,392. We can potentially move the blocks on Winrose Drive to 2027-28. Original budget of £200k and therefore a potential reduction of over £40k.

(iii) Window replacements

The Window replacement budget has a possible saving as they were originally brought forward from 2028 and most can be moved to next year if required - saving £69k.

The three options above would lead to a reduction in the capital programme contribution of some £166,400; therefore more than enough to cover a £150k reduction in contribution.

Proposed Revised Capital Budget 2026-27

Component	Procurement route	2026/27	Unit cost	April Budget	Revised	Variance
Boiler Type	Sayes	126	2200	£277,200	£277,200	£0
Bathrooms	Equans	20	4800	£96,000	£96,000	£0
Fixed Wiring	Mears	29	6000	£174,000	£174,000	£0
Kitchen	Equans	41	7500	£307,500	£307,500	£0
Mansard roofs (i)	Mears	6	17000	£102,000	£0	-£102,000
Mansard roofs (ii)	Mears	7	17000	£119,000	£0	-£119,000
Fire Action Plan		700 actions		£0	£180,000	£180,000
Windows	Mears	27	3200	£86,400	£17,400	-£69,000
Adaptations Mears	Mears	N/A	75000	£75,000	£75,000	£0
Adaptations LBS	LBS	N/A	75000	£75,000	£75,000	£0
Void works	Mears	N/A	200000	£150,000	£150,000	£0
Thermal Efficiency	Mears	N/A	200000	£200,000	£160,000	-£40,000
Ad hoc		N/A	5.5%	£87,900	£87,900	£0
Total				£1,750,000	£1,600,000	-£150,000

Recommendation:

The Finance Committee recommends that:


(i) The above report be ACCEPTED;

(ii) The BITMO contribution to capital schemes be reduced from £250k to £100k, by means of the options detailed above;

(iii) The additional revenue spend programme originally outlined to Board as a means of reducing reserves toward the minimum level, be subject to review and some elements amended as outlined above where more cost effective means of carrying out the work have been identified.

Notes

6. Board forward plan

BITMO Board of Management Report Meeting Date: 4th June 2026 Report Title: Board Forward Plan Author(s): Peter Olver For <u>Information/ Decision/ Discussion</u> 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 2026-27 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 (postponed to Aug) Performance KPI's (Ops Comm) Risk Register Retirement Life (postponed to Aug)
August 6 th		To be set by Board	Statutory Accounts Key Performance Indicators (via Ops Comm) 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 (Aug 26)
June 2026	The GATE: Development and Impact Implementation of the new outreach strategy. (Replaced by Communications Plan for Aug 26)
Aug 2026	Lettings How we let properties
Sept 2026	Community Development opportunities Partner discussion.

Recommendation

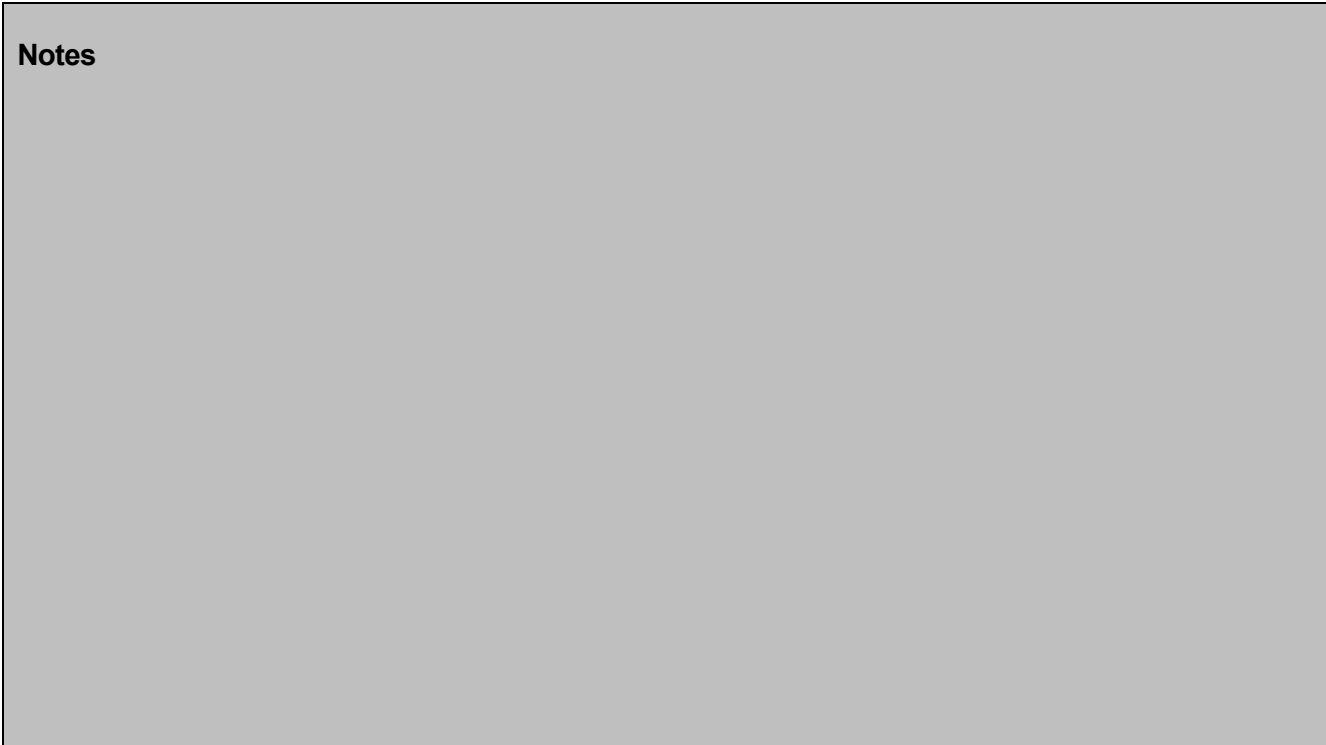
Board members are asked to discuss and NOTE and ACCEPT the above forward plan.

Notes

7. Any Other Business

None as at 27.5.26

Notes



Date of next meetings:

Operations	25.06.26
Finance Committee	23.07.26
Board	06.08.26

APPENDIX 1

BOARD MINUTES

BELLE ISLE TMO
FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 2nd April, 2026

Present: Jean Burton
Trevor Brown
John Oddy
Ashley Knowles
Emma Walkley
Stephen Brockley
Paul Trusswell
Angela Weglarska
Katharine Youngs
John Newbould
Cllr Wayne Dixon

In Attendance: Deborah Kelly (Chief Executive Officer)
Peter Olver (Head of Governance & Finance)
Curtis Jenner (Head of Repairs and Maintenance)
Peter Sutton (Community Development Manager)
Tracey McGarry (Governance & Admin Support Officer - BITMO)
Simon Richardson (Leeds City Council)
*Rob Goor (Deputy Head of Asset Management, Leeds City Council)
*Adam Crampton (Chief Officer – Housing Leeds)
(* for presentation item only)

PART A – Public Agenda Items

Apologies

Apologies were received from: Harry Austin, Gerry Roberts, Tracy Morris, and Emma Pogson-Golden.

Questions from the Public

No questions from the public were raised.

Issues raised by Board Members for the Agenda

No additional items were raised.

1.LCC Update – Regulator of Social Housing Inspection

Leeds City Council officers, Adam Crampton and Rob Goor, delivered a detailed update following the Regulator of Social Housing outcomes-based inspection. The inspection

considered compliance across four key consumer standards focusing on safety, quality, engagement and neighbourhood management.

Leeds City Council achieved a C2 grading, confirming that services meet required standards and that tenants are safe. While compliance was confirmed, several areas were identified where further improvement is required to achieve best practice.

Strengths highlighted included strong repairs delivery times, effective management of damp and mould cases, robust fire safety arrangements and positive evidence of tenant engagement across the housing service.

Areas identified for improvement included the consistency and completeness of stock condition data and the expansion of domestic electrical safety inspection coverage across all properties.

Officers advised that a formal improvement action plan has been agreed with the Regulator. Progress against this plan will be monitored corporately by Leeds City Council, with relevant learning feeding into BITMO's own operational planning and assurance frameworks.

Board members thanked Adam and Rob for the important update, noting the areas where further work was necessary and recognising the very positive overall grading result.

2. Board Declarations

Board members were asked to make any declarations of interest on matters on the agenda. Members were also asked to confirm that all papers had been read and understood.

Recommendation:
Board members made no further declarations and confirmed that all papers had been read and understood.

3. Minutes and Actions of the previous meeting

Action	Description	Owner
2.1	Tree Nursery: PO advised that Fruitworks have engaged with a consultant to examine the draft heads of terms of the lease.	PO
2.2	GATE Signage: Main wording has been changed but due to staffing and tool resources option is to look into another contractor installing the more detailed board to complement the activities and GATE services.	PO
2.3	An update was provided on the swamp consultation and proposed environmental improvements. Works include resurfacing, safety surfacing, seating, improved drainage and access, and a surface play area. Resident feedback has been positive, and PS will continue to inform final designs.	PS
3.1	MUGA: The Board asked staff to ensure that this lighting does not interfere with people's properties. This is being worked into the job specification.	PS
3.2	Surveys on planned works, and customer services had been carried out and is reported below.	DK
3.3	The tenant is not currently engaging with BITMO or Housing Options. Adult Social Care is involved and will visit the property jointly with BITMO staff. Safety issues, including gas reconnection, will be addressed once risks are mitigated. The tenancy will remain secure, and appropriate arrangements will be made while works are undertaken.	DK
3.4	All Papers to use clear language which does not assume prior knowledge of issues. 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.	All
3.5	Self-assessment meetings mostly complete with positive feedback and HND course details communicated. Appraisals to be arranged for April.	TMc
4.1	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.	DK/PS
4.2	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.	DK
4.3	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.	DK/LF
4.4	Governance audit scheduled for 2026. Proposals received from TIAA and being reviewed.	PO
4.5	Investor in Wellbeing accreditation to be investigated as part of the 5-year plan.	DK
7.1	Individual training plans to be constructed following Board appraisals.	DK/TMc

	Equality, Diversity and Inclusion Training sessions arranged. Dates to be added on forward plan and Board members to be contacted.	
8.1	Communications Plan and website improvements to be added to June 2026 agenda in replacement of the GATE programme item.	PS

Recommendation for Approval

Suggestion from the board for less acronyms to be used or to include information on what they are referring to.

The minutes of the meeting held on Thursday 5th February were **APPROVED**.

4.Operational Report

Deborah Kelly, CEO delivered the operational report.

(i) Tenant Voice and Customer Experience

A survey had been conducted of those that had not voted in the last five-yearly tenant ballot. The responses received showed that 40% didn't know the ballot was happening and that 25% knew but didn't get around to voting. This indicated 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.

To improve the future voting in the BITMO ballot, members suggested using 'pop-up' stations and increased door-knocking.

A further tenant survey had been conducted regarding customer experience.

Service	Customer rating
Face to face contact	4.1 / 5
Opening Hours	Mixed feedback but strong indication that Saturday or evening opening would be useful.
Telephone experience	4.2 / 5
Issue resolution	Staff understand issues but some variability in response times.
Planned programmes	High levels of satisfaction with kitchen/bathroom programmes etc.

Key strengths were seen to be friendly and professional staff, good telephone accessibility and a positive overall customer experience.

Areas of improvement were seen to be: (i) potential evening and weekend opening (ii) faster issue resolution and consistency of service.

The results of these surveys are to be shared in BITMO's tenant newsletter.

With regard to development of a Tenant Scrutiny Panel, engagement had been low so far and a refreshed engagement approach was being developed.

(ii) Health and safety compliance

Compliance performance of gas safety is currently 99% and Fire safety is 100%. It was reported that 7% of BITMO stock is non-compliant with the Decent Homes standard, but that part of this was due to system issues with updating data. Staff are updating systems to track these better. All remaining non-decent properties would be included in the planned programme this year.

(iii) Repairs and asset management

There were 76 open damp and mould cases, most of which are already being treated. The Head of Repairs confirmed that all cases have clear plans and are categorised as mild or moderate in nature.

While void (empty) property turnaround times were above target, there are actions in place to work on this being improved. The board asked for the number of homes that have asbestos. Curtis Jenner advised this information is not currently available.

(iv) Tenancy management and neighbourhoods

Void turnaround times were averaging 40 days and measures were being taken to reduce this.

The Board was informed that a new Local Pride initiative will launch in coming weeks to improve estate cleanliness and inspection standards.

(v) Financial position and value for money

It was reported that there were increased financial pressures from repairs and empty properties. The current cost was roughly £25,000 per week.

Recent negotiations on the Modular Management Agreement (MMA) with Housing Leeds had improved the budget position by £170,000 from initial discussions. A final agreement was still being discussed.

(vi) People, capacity and governance

The board reviewed sickness levels and advised that long term sickness is triggered when a member of staff is off work with sickness for 1 month or more.

The board were informed that there were currently no open vacancies at BITMO as all positions are filled.

A review of the Repairs Service was ongoing.

A behaviour-based framework was being introduced to improve recruitment and staff development. This would link in with the Investor in Wellbeing accreditation.

Work was also progressing to address accommodation challenges, with proposals to improve office environments and support staff wellbeing and productivity.

BITMO continued to focus work on a target operating model guiding the organisation through the next five years. This will include specific planning to prepare for leadership retirements.

(vii) Current risks and opportunities

- Management allowance discussions continue.
- Long term staff absences and resulting pressure on staff workloads
- Pressure on Repair budgets
- Need to reduce void turnaround times
- Damp and mould backlog
- Delivery of fire risk action plan.

Recommendation

The Board was asked to ACCEPT the operational report.

ACCEPTED

5.Tenant Engagement and Consultation

The Board was given a report providing a detailed summary of evidence to support and strengthen BITMO's tenant consultation and engagement policy.

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</p>		Compliant

	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.		
In order to influence, tenants need a range of opportunities to have their voice heard.	Repairs workshop Estate improvements outreach re gathering spaces, Winrose Grove Circus, Swamp. MUGA Facebook activity Shareholder meetings Local lettings consultation.		Compliant
	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 remained opportunities to improve performance

An amended Policy was included in papers presented to Board.

Board decisions:

- i) The Board **ACCEPTED** the report
- ii) Board **AGREED** the amended Policy.
- ii) The Board **AGREED** further agenda items at the next Board meeting on 4th June.

6. Internal Audit Programme

The Head of Governance & Finance presented an update on BITMO's Audit Strategy and Annual Plan for 2026/27 which outlines the organisation's planned internal audit work and priorities for the next three years.

Overall, the Audit Strategy and Annual Plan had been designed to help BITMO strengthen governance, improve compliance with new regulations, protect tenants, and ensure that risks are identified and managed effectively over the coming years. It would help ensure that BITMO has effective systems in place for governance, risk management, compliance, and tenant services.

The report identified several key risks currently affecting the housing sector and BITMO. These include new housing regulations and consumer standards, changes to financial reporting requirements, building safety responsibilities, and the need to meet standards relating to damp, mould, and housing quality.

The report also highlighted risks linked to digital transformation and the use of artificial intelligence, concerns around staff recruitment and skills shortages, and the importance of strong governance and tenant involvement in decision-making.

The annual audit plan for 2026/27 includes several specific reviews. These include:

- Compliance with Awaab' Law
- Anti-social behaviour
- Procurement

A highly important area of inspection would be compliance with Awaab's Law, which introduces strict legal requirements for dealing with damp, mould, and emergency repairs in social housing. The audit will review whether BITMO has updated its policies and procedures, trained staff appropriately, and put systems in place to identify, prioritise, monitor, and complete repairs within the required timescales.

The report also includes an audit on Anti-Social Behaviour (ASB) management to ensure complaints are dealt with effectively, tenants are kept informed, and actions are properly recorded and monitored.

There will also be a procurement audit to assess whether purchasing processes comply with the new Procurement Act and whether there are suitable controls to reduce fraud and ensure transparency.

A major focus of the plan is property compliance and tenant safety. Audits will review whether BITMO is meeting its legal responsibilities for areas such as gas and fire safety, electrical testing, asbestos management, and water hygiene.

The board reviewed the governance audit scheduled for 2026-27, noting that proposals have been received from TIAA and are currently under review. During the discussion, specific attention was given to Board membership, development and value for money.

An audit of Board recruitment and succession planning was sought to ensure the Board has the right skills, diversity, and continuity arrangements in place.

Board had some reservations about whether this audit would be best use of funds and agreed to keep some flexibility in planning to accommodate another priority area of work is needed.

Staff were asked to invite a representative of the audit firm to attend a future meeting of the Operations Committee.

Board recommendation

Board was asked to ACCEPT the report.

ACCEPTED with two comments:

- (i) Some flexibility was retained regarding the 2026-27 audit of Board recruitment and retention
- (ii) A member of the audit firm be invited to a future meeting of the Operations Committee

7. Operations Committee Report

The Operations Committee met on 26th February, and the report delivered to the Board highlighted a period of steady performance for BITMO, with overall tenant satisfaction consistently exceeding the 70% target.

Lower satisfaction levels regarding complaints handling, the management of anti-social behaviour, and the perception of how BITMO listens and acts on feedback are being addressed. The Committee approved a more detailed survey approach that will use telephone interviews to gather open-ended suggestions from residents on topics ranging from estate appearance to digital communication.

The Committee recommended that the following questions be included in an additional tenant satisfaction survey:

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?

Beyond satisfaction scores, the report detailed the increasing financial pressures facing residents. Data from the last two years indicates a rise in the number of tenants struggling with energy costs, with this being supported by BITMO's ongoing improvements to home insulation across the estate.

BITMO is maintaining strong safety compliance in gas, fire, and asbestos management, and repair response times remain ahead of targets. However, management is currently focused on two key challenges: addressing the number of homes that do not yet meet the Decent Homes Standard and reducing the length of time it takes to re-let empty properties.

Committee members were encouraged to participate in the National Federation of Tenant Management Organisations (NFTMO) Annual Conference (19-21 June 2026). It was suggested that the Belle Isle Circus improvement project be nominated for "Project of the Year" at the upcoming awards.

Board decisions:

- (i) Board **ACCEPTED** the Committee report
- (ii) **APPROVED** the revised tenant satisfaction survey questions.
- (iii) **APPROVED** the nomination of the Belle Isle Circus Improvement Project for an annual NFTMO award.

8. Finance Committee Report

The Head of Governance and Finance summarised the report sharing with the Board that overall, BITMO had strong financial reserves, although there were increasing pressures on repair costs.

(i) Management Accounts 2025-26

An inflationary uplift to main contract costs of 9% and increased numbers of repair jobs was placing increased pressure on budgets. Board members wanted to ensure BITMO obtains the best value for money from suppliers. It was noted that best value for money should be secured via the exhaustive procurement process at the start of each major contract.

The report also detailed the reserves policy, confirming that BITMO maintains sufficient funds to cover emergency repairs or unexpected operational costs.

(ii) Capital programme

As at 31st January 2026 the level of spend was expected to be some £213k over the original budget figure of £1.6m (113% of budget). This was anticipated insofar as the Committee and Board had accepted that spend should be maintained on important projects even though some costs such as adaptations and voids could not necessarily be foreseen. It had been previously agreed by Board that spend should occur where needed and that any overspend would be taken from BITMO reserves.

Currently the reduction in reserves looks to be in the region of £313k, with £100k budgeted for originally as a contribution from BITMO reserves. There was a possibility that £99k might be recoverable from other LCC capital budgets.

(iii) Revised Revenue Budget 2026-27

Committee reviewed the revised budget, which included a further £35k for repairs.

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 £
Responsive Maintenance	1,363,370	1,493,780	1,737,301	1,772,301	(35,000)	278,521
Cyclical Maintenance	597,283	723,915	772,765	793,090	(20,326)	69,176
Total Maintenance	1,960,653	2,217,695	2,510,066	2,565,391	(55,326)	347,696
Community Development	249,201	267,587	303,547	303,717	(170)	36,131
Income & Tenancy	310,096	323,194	309,975	309,975	0	(13,219)
Tenancy Support	247,897	323,715	291,715	291,715	0	(32,000)
Retirement Life	112,092	117,816	120,545	120,545	0	2,729
Corporate Running Costs	202,146	224,558	182,249	180,162	2,087	(44,396)
Corporate Staffing Costs	400,295	419,776	427,044	427,044	0	7,268
Service Level Agreements	66,559	63,453	65,864	65,864	0	2,411
TOTAL EXPENDITURE`	3,548,939	3,957,793	4,211,005	4,264,414	(53,409)	306,620
INCOME						0
Management Fee and Other Income	3,862,431	3,911,537	3,970,834	3,974,575	3,741	63,038
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)

(iv) 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>

Additional five-year costs had been identified as part of the mechanism for reducing excess reserves above the minimal threshold (£910k). Such costs 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.

(v) Capital budget 2026-27

The report of the Capital Programme outlined how funds will be allocated for property upgrades and major repairs over the coming year.

A revised capital budget was reviewed, encompassing a £50k reduction on the £300k originally envisaged from BITMO reserves.

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 comprised the agreed budget from LCC of £1.5m, plus a provisional allocation of £250k from BITMO reserves as detailed above

(vi) Lift Off charity

The Committee was updated regarding the 'Lift Off' charity and the potential for external grant funding to supplement community projects, reducing the direct hit on BITMO's core operational budget.

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. 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.

Board decisions:
The Board **ACCEPTED** the above report and recommendations of the Committee.

9. Board Forward Plan

The Board reviewed and discussed the Board Forward Plan.

Key upcoming items identified for the next full board agenda include a discussion on the communications plan and website improvements, this replaces the previously scheduled GATE programme item.

Additionally, West Yorkshire Police are scheduled to speak to the Board at June’s meeting to address concerns regarding estate visibility and safety.

Following the completion of recent appraisals, individual training plans are also being constructed to support ongoing Board development. Training dates will be added to the forward plan.

Board decision:
*The Board **NOTED** and **ACCEPTED** the Forward Plan.*

10. Any Other Business

No other business was raised.

Date of Next Meeting: Thursday 4 June 2026 at 5.30pm

BITMO Board meeting 2nd April 2026

Action Log:

Action	Required	Owner
1	Examine draft terms for the Tree Nursery lease with Fruitworks.	PO
2	Explore alternative contractor options for enhanced GATE signage.	PO
3	Progress swamp consultation and environmental improvement scheme using resident feedback.	PS
4	Share planned works and customer service survey findings via tenant communications.	PS
5	Arrange Board appraisals following self-assessments.	TMc
6	Update the Investor in Wellbeing accreditation.	DK
7	Develop Board training plans and EDI training.	TMc
8	Add Communications Plan and website improvements to future agenda.	DK/PS
9	Discuss TIAA audit proposal and invite TIAA to Operations Committee.	PO / DK