



**BELLE ISLE  
TENANT MANAGEMENT ORGANISATION**

**OPERATIONS COMMITTEE MEETING**

**AGENDA AND PAPERS (PART A)**

**Thursday 25<sup>th</sup> June 2026 at 3.00pm**

**BITMOs GATE  
Aberfield Gate  
Belle Isle  
(With Teams Available)**

**Notes:**

**The Operations Committee is open to all members of the BITMO Board to attend. Members of the public can attend as observers for non-confidential items.**

***Board members who wish to discuss any area of the Committee papers that requires further information or clarification are welcome to contact Deborah Kelly (CEO) via Peter Olver 0113 378 2189***



# OPERATIONS COMMITTEE MEETING

**Meeting to be held on**  
**Thursday 25<sup>th</sup> June 2026**  
**at BITMOs GATE at 3.00pm**  
**(With online access available)**

*WOULD MEMBERS PLEASE PASS ANY ITEMS FOR 'ANY OTHER BUSINESS' TO THE CHAIR  
BEFORE THE START OF THE MEETING*

## AGENDA:

- Apologies.
- 1. Leeds City Council Tenant Engagement Programmes, with Ian Montgomery of LCC (page 4)
- 2. Internal Audit Programme, with David Robinson of TIAA (page 6)
- 3. Declarations (page 7)
- 4. Minutes and Matters Arising (page 8 and Appendix 1, page 31)
- 5. Performance Reporting (page 9)
- 6. Tenant Scrutiny Proposal (page 18)
- 7. Board and Committee reporting structure (page 24)
- 8. Any other business (page 30)

# 1. Leeds CC Tenant Engagement

Ian Montgomery of Leeds CC will outline the various ways in which the Council seeks to engage with social housing tenants.

They include:

## (i) Tenant Voice Panel

Comprising some 440 tenants are signed up for consultation for this forum. This helps Housing Leeds improve services. To find out more please visit [www.leeds.gov.uk/tenantinvolvement](http://www.leeds.gov.uk/tenantinvolvement).

## (ii) Digital consultations

People are invited to contribute to current consultations and read how LCC use the feedback to improve services at <http://www.housingleeds.commonplace.is/>

## (iii) Tenant Scrutiny Panel

A panel of 12 tenants meets every two weeks to examine particular areas of operation in detail and make recommendations to further enhance services.

The following points will be discussed:

- Discussion to agree the principle that we continue to share our forward consultation plans to:
  - Help design/develop the approach to individual consultations
  - Help promote to both Housing Leeds/BITMO tenants
  - Use the outcomes of the consultation for learning/changes within both BITMO and Housing Leeds
  - Where appropriate, jointly invite those residents with direct experience of our services when relevant to do so e.g. residents who have had an emergency repair (from both BITMO and Housing Leeds).
- Opportunity to create a tile/page(s) on [Housing Leeds Feedback website](#) – which can be presented as BITMO or joint consultation. This would help all tenants have greater sight of both BITMO and Housing Leeds engagement work.
- Opportunity to contact BITMO tenants, shareholders, board members to invite them to join the LCC Tenant Voice Panel
- Related to tenant scrutiny
  - Opportunity to share forward plans and outcomes of scrutiny exercises (i.e. the recommendations as may be mutually applicable)
  - Potential to invite BITMO to key Housing Leeds Tenant Scrutiny Board (TSB) meetings – e.g. when a topic is being decided upon. BITMO personnel could then be co-opted to the Housing Leeds TSB if they wish for the period of that review (and possibly vice versa)
  - Our internal reporting to the Leeds Housing Board gives an update on TSB activity, but a paragraph can be added regarding BITMO scrutiny work for transparency.
  - Opportunities to share training and development related to tenant scrutiny
  - Recently LCC has introduced a ‘call to scrutiny’ – during June, tenants more widely are being asked to give their suggestions for what the Housing Leeds TSB should look at. Opportunity mirror this approach.

**Recommendation:**

Committee is asked to discuss the engagement mechanisms, AGREE how BITMO might interact with these processes and RECOMMEND such for Board approval.

**Notes:**

## 2. Internal Audit

David Robinson of the specialist audit firm TIAA will attend via Teams to talk through the approach to the contracted internal audit programme, which for 2026-27 includes the following:

- Compliance with Awaab's Law (17-20 Aug 26)
- Anti-Social Behaviour (7-10 Sept 26)
- Procurement (2-5 Nov 26)

In addition there will be a rolling programme re Property Compliance work (which will cover gas and stair lifts in 2026/27; 27-30 Oct 26).

The first annual report will be produced in April 2027, with follow up work taking place some nine months later.

A copy of the Audit Strategy and Annual Plan is separately enclosed for information, along with individual audit plans for 2026-27.

### **Recommendation:**

Committee is asked to discuss the programme with Mr Robinson and ACCEPT the audit approach and timetable.

### **Notes:**

### 3. Declarations

#### 3.1 Declarations of Interest

Committee 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 Committee 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.

#### 3.2 Declaration of Understanding

Committee members are asked to confirm that they have read the BITMO Committee papers for the meeting on 25<sup>th</sup> June 2026. They are asked to confirm that they understand what is expected of them in terms of recommendation to be made and that if there have had any doubts they have contacted BITMO staff for clarification.

#### **Recommendation:**

Committee is asked to make declarations as required above.

#### **Notes:**

## 4. Minutes and Matters Arising

In this part of the meeting the Committee will consider the minutes and matters arising from the Committee meeting held on 23<sup>rd</sup> April 2026 (**Appendix 1**). The table below details updates on items not dealt with elsewhere on the agenda.

### Operations Committee 23<sup>rd</sup> April 2026

Item per Minutes below	Update
Attendance by the Police and Leeds Anti-Social Behaviour Team (LASBT) at future Committee or Board meetings.	The Police attended the Board meeting on 4 <sup>th</sup> June. Discussions are taking place about LASBT future attendance.
Further tenant satisfaction survey work.	Awaiting revised quote from Acuity.
NFTMO Conference 19-21 June 2026.	Board members to attend: Harry Austin, Kate Youngs, Stephen Brockley and Emma Walkley. Staff attendees would be Deborah Kelly and Tracey McGarry – who would lead sessions with help from the team.
Tree Nursery	Heads of Terms agreement signed – awaiting full lease from LCC legal Services.

### Recommendation:

The Operations Committee is asked to APPROVE the draft minutes.

### Notes:

## 5. Performance Reporting

**BITMO**

Operations Committee Report



**Meeting Date:** 25<sup>th</sup> June 2026

**Report Title:** Performance Report

**Author(s)** Peter Olver

**For Information/ ~~Decision~~ Discussion**

**Executive Summary:**

Tenant Perception Measures are given for the year first three months of 2026-27 - to 30<sup>th</sup> June 2026.

**Recommendations:**

Committee is requested to DISCUSS and ACCEPT the report.

**Equality Diversity and Inclusion**

We are currently unable to disaggregate the data by protected characteristics.

**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			✓

## Current Tenant Perception Measures (TPM's)

### BITMO 2026-27 Q1

	2023/24	2024/25	2025/26					2026 /27	
<b>TSM Survey Results</b>	Full Year	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Diff to 25/26
Count of total completed responses	300	300	75	75	75	74	299	74	
Statistical accuracy - confidence interval	5.1%	5.1%	10.9%	10.9%	10.9%	11.0%	5.1%	11.0%	
<b>Overall</b>									
Overall satisfaction with services provided	72%	75%	82%	78%	72%	69%	76%	84%	8%
<b>The home</b>									
Tenants who had a repair in the last 12 months	70%	75%	70%	72%	78%	63%	71%	77%	6%
Overall repairs service received in the last 12 months	77%	82%	84%	81%	73%	71%	78%	83%	5%
Time taken to complete most recent repair	74%	82%	81%	81%	73%	84%	79%	85%	6%
Landlord provides a home that is well maintained	76%	73%	81%	79%	71%	74%	76%	86%	10%
Landlord provides a home that is safe	80%	79%	84%	85%	71%	83%	81%	82%	1%
<b>Contact and communication</b>									
Landlord listens to your views and acts upon them	62%	65%	73%	67%	58%	74%	68%	82%	14%
Kept informed about things that matter to you	75%	78%	79%	83%	76%	78%	79%	85%	6%
My landlord treats me fairly and with respect	80%	79%	86%	84%	76%	87%	84%	91%	8%
Percentage who made a complaint in last 12 months	25%	27%	19%	27%	31%	18%	24%	23%	-1%
Landlord's approach to complaints handling	27%	41%	29%	42%	27%	43%	35%	53%	18%
Landlord is easy to deal with*	75%	77%	81%	73%	71%	83%	77%	87%	10%
<b>Neighbourhood and community</b>									
Communal areas are kept clean and well maintained	80%	69%	71%	80%	56%	83%	73%	90%	17%
Positive contribution to your neighbourhood	75%	71%	78%	69%	74%	90%	78%	89%	11%
Approach to handling anti-social behaviour	55%	51%	54%	61%	62%	52%	57%	79%	22%

\*Included in telephone survey as key customer services indicator

## LCC comparison

	2023 /24	2024 /25	2025/26				2026/27					Housemark Peer Group			
TSM Survey Results	Full Year	Full Year	Full Year	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Full Year	Diff to 25/26	24/25 mdn	Diff to mdn
Count of total completed responses	2571	2523	2522	631	630	630	631	630				630			
Statistical accuracy - confidence interval	1.9%	1.9%	1.9%	3.9%	3.9%	3.9%	3.9%	3.9%				3.9%			
<b>Overall</b>															
Overall satisfaction with services provided	66%	66%	70%	70%	70%	71%	71%	72%				72%	2%	67%	5%
<b>The home</b>															
Tenants who had a repair in the last 12 months	69%	70%	69%	67%	68%	68%	71%	70%				70%	1%		
Overall repairs service received in the last 12 months	70%	70%	76%	74%	75%	78%	76%	75%				75%	-1%	71%	4%
Time taken to complete most recent repair	67%	69%	78%	77%	78%	80%	76%	75%				75%	-3%	67%	8%
Landlord provides a home that is well maintained	68%	67%	71%	69%	71%	71%	72%	74%				74%	3%	68%	6%
Landlord provides a home that is safe	74%	72%	75%	75%	77%	73%	76%	77%				77%	2%	73%	4%
<b>Contact and communication</b>															
Landlord listens to your views and acts upon them	55%	54%	58%	55%	57%	60%	59%	64%				64%	6%	59%	5%
Kept informed about things that matter to you	67%	67%	71%	69%	71%	72%	73%	77%				77%	6%	67%	11%
My landlord treats me fairly and with respect	74%	73%	75%	74%	72%	75%	79%	78%				78%	3%	76%	2%
Percentage who made a complaint in last 12 months	28%	29%	23%	26%	24%	22%	20%	21%				21%	-2%		
Landlord's approach to complaints handling	29%	26%	28%	26%	32%	26%	29%	25%				25%	-3%	31%	-6%
Landlord is easy to deal with*	66%	65%	70%	69%	70%	68%	72%	70%				70%	0%		
<b>Neighbourhood and community</b>															
Communal areas are kept clean and well maintained	65%	62%	66%	62%	66%	72%	66%	71%				71%	5%	63%	8%
Positive contribution to your neighbourhood	60%	59%	63%	64%	62%	62%	63%	66%				66%	3%	61%	5%
Approach to handling anti-social behaviour	53%	52%	55%	54%	53%	56%	58%	55%				55%	0%	55%	0%

\*Included in telephone survey as key customer services indicator

## Quarter 1 comparison BITMO & LCC

Quarter 1 2026-27	BITMO	LCC	Variance
Overall satisfaction	84%	72%	12%
Repairs satisfaction	83%	75%	8%
Repairs time taken	85%	75%	10%
Well maintained home	86%	74%	12%
A safe home	82%	77%	5%
Landlord listens and acts	82%	64%	18%
Kept informed	85%	77%	8%
Treated fairly and with respect	91%	78%	13%
Complaint handling	53%	25%	28%
Communal areas	90%	71%	19%
Contribution to neighbourhood	89%	66%	23%
Handling of Anti-Social Behaviour (ASB)	79%	55%	24%

Because the level of samples per quarter is relatively low (74 for BITMO, roughly 4%) then the statistical margin for error is some 11%.

Taking this into account, the results are still very encouraging, particularly in relation to:

- Complaint handling
- Communal areas
- Contribution to the neighbourhood
- Handling of Anti-Social Behaviour

As sample sizes are generally small per quarter it is useful to look at the last 4 quarters, as per the table below.

## South Leeds – last 4 Quarters

South:

Overall - All areas	South																		
	Example Area						OS				OSE						BITMO		
	Beeston & Holbeck		Hunslet and Riverside		Middleton		Morley		Rothwell		Halton Moor & Osm		Kippax & Garforth		Swarcliffe				
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	109	-	91	-	113	-	99	-	100	-	64	-	89	-	67	-	328	-
Statistical accuracy - confidence interval	2%	9%	-	10%	-	9%	-	10%	-	10%	-	12%	-	10%	-	12%	-	5%	-
Overall satisfaction with services provided	69%	71%	-2%	74%	5%	78%	20%	76%	11%	66%	0%	71%	3%	70%	2%	78%	13%	76%	0%
<b>The home</b>																			
Percentage of tenants who had a repair in the last 12 months	69%	72%	-3%	78%	19%	72%	-5%	68%	-2%	67%	-10%	62%	1%	71%	2%	65%	-7%	73%	-1%
Satisfaction with overall repairs service received in the 12 months	74%	72%	-3%	81%	13%	79%	8%	80%	0%	73%	-4%	76%	6%	76%	6%	80%	16%	78%	-3%
Satisfaction with time taken to complete most recent repair	76%	81%	6%	76%	13%	79%	15%	85%	6%	74%	1%	83%	21%	76%	5%	78%	4%	81%	0%
Satisfaction that landlord provides a home that is well maintained	69%	74%	-3%	76%	5%	77%	15%	80%	13%	72%	7%	65%	1%	68%	-2%	77%	5%	77%	2%
Satisfaction that landlord provides a home that is safe	74%	76%	2%	73%	2%	84%	13%	83%	6%	71%	-2%	80%	10%	74%	1%	84%	-2%	80%	1%
<b>Contact and communication</b>																			
Landlord listens to your views and acts upon them	57%	66%	13%	61%	5%	69%	15%	70%	16%	53%	-1%	59%	7%	55%	0%	61%	-5%	71%	3%
Kept informed about things that matter to you	70%	74%	5%	70%	0%	76%	18%	79%	17%	67%	2%	72%	-1%	76%	5%	69%	2%	81%	2%
Agreeing 'my landlord treats me fairly & with respect	73%	74%	4%	70%	-1%	78%	12%	78%	6%	72%	1%	76%	0%	74%	-4%	68%	-11%	85%	4%
Percentage who made a complaint in the last 12 months	25%	22%	-18%	20%	-7%	24%	-4%	20%	-14%	15%	-10%	27%	3%	24%	5%	33%	10%	25%	-1%
Satisfaction with landlord's approach to complaints handling	27%	38%	-1%	29%	7%	52%	40%	35%	11%	43%	22%	47%	18%	15%	-16%	16%	5%	41%	1%
Satisfaction that your landlord is easy to deal with*	68%	71%	11%	69%	-1%	70%	9%	76%	7%	67%	-1%	77%	6%	72%	3%	65%	-1%	79%	0%
<b>Neighbourhood and community</b>																			
Communal areas are kept clean and well maintained	66%	63%	-15%	63%	9%	72%	13%	75%	14%	68%	1%	75%	14%	68%	18%	69%	-18%	77%	5%
Landlord makes a positive contribution to your neighbourhood	62%	65%	3%	64%	-5%	68%	4%	58%	-1%	62%	3%	63%	5%	69%	11%	56%	-9%	81%	8%
Satisfaction with landlord's approach to handling ASB	54%	62%	6%	59%	2%	62%	16%	53%	-9%	50%	1%	59%	-1%	69%	22%	40%	1%	64%	13%

**Summary of comparator areas:**

<b>Last 4 quarters</b>	<b>BITMO</b>	<b>Hunslet &amp; Riverside</b>	<b>Middleton</b>
Overall satisfaction	76%	74%	78%
Repairs satisfaction	78%	81%	79%
Repairs time taken	81%	76%	79%
Well maintained home	77%	80%	77%
A safe home	80%	73%	84%
Landlord listens and acts	71%	61%	69%
Kept informed	81%	70%	76%
Treated fairly and with respect	85%	70%	78%
Complaint handling	41%	29%	52%
Communal areas	77%	63%	72%
Contribution to neighbourhood	81%	64%	68%
Handling of ASB	64%	59%	62%

## **TSM Survey Q1 2026/27 – Housing Office Area Results (South Only)**

### **Background:**

- The table shows the overall results across all Housing Office Areas for the last 4 quarters (Q2, Q3 & Q4 2025-26, Q1 2026-27), as well as the breakdown for the South (excl. BITMO) and BITMO areas for the same period.
- It is important to note that a confidence interval has been included to show the margin of error (see explanation below). Only results that exceed the margin of error are considered significant and are highlighted in the tables. Positive differences are highlighted in green and negative differences are highlighted in red.
- The first column under each area shows the last 4 quarters results for that area. Results are highlighted where the difference compared to the result for 'All areas' is greater than the margin of error. The second column for each area shows the difference between the last 4 quarters and the 4 quarters before that (Q2, Q3 & Q4 2025-26, Q1 2025-26) for that area. Again, the results are highlighted where the difference is greater than the margin of error.

### **Confidence Interval (Margins of Error)**

- The confidence interval indicates the accuracy of the results. It is determined by comparing the sample size (count of responses) to the population (count of properties). A smaller sample size (as a proportion of the population) leads to a higher margin of error.

	Overall - All areas	South			
		South (excl. BITMO)		BITMO	
		Last 4 quarters	Last 4 quarters	Diff to previous 4 quarters	Last 4 quarters
Count of properties	52097	15113	-	1849	-
Count of responses	2522	732	-	328	-
Statistical accuracy - confidence interval	2%	4%	-	5%	-
Overall satisfaction with services provided	69%	73%	6%	76%	0%
<b>The home</b>					
Percentage of tenants who had a repair in the last 12 months	69%	70%	0%	73%	-1%
Satisfaction with overall repairs service received in the last 12 months	74%	77%	5%	78%	-3%
Satisfaction with time taken to complete most recent repair	76%	79%	8%	81%	0%
Satisfaction that landlord provides a home that is well maintained	69%	74%	5%	77%	2%
Satisfaction that landlord provides a home that is safe	74%	78%	3%	80%	1%
<b>Contact and communication</b>					
Satisfaction that your landlord listens to your views and acts upon them	57%	62%	7%	71%	3%
Satisfaction that you are kept informed about things that matter to you	70%	73%	6%	81%	2%
Percentage of tenants agreeing 'my landlord treats me fairly and with respect'	73%	74%	1%	85%	4%
Percentage who made a complaint in the last 12 months	25%	23%	-5%	25%	-1%
Satisfaction with your landlord's approach to complaints handling	27%	34%	10%	41%	1%
Satisfaction that your landlord is easy to deal with*	68%	71%	4%	79%	0%
<b>Neighbourhood and community</b>					
Satisfaction that communal areas are kept clean and well maintained	66%	68%	4%	77%	5%
Satisfaction that landlord makes a positive contribution to your neighbourhood	62%	64%	2%	81%	8%
Satisfaction with your landlord's approach to handling anti-social behaviour	54%	57%	6%	64%	13%

**Recommendation:**

The Operations Committee is asked to DISCUSS and ACCEPT the above report;

**Notes:**

## 6. Tenant Scrutiny Proposal

### **BITMO**

Operations Committee Report

**Meeting Date: June 2026**

**Report Title:** Scrutiny proposal

**Author(s):** Deborah Kelly

**For Information/~~Decision~~/Discussion**

#### **Executive Summary:**

The report presents a proposal for a scrutiny process to be carried out by the Operations committee with involvement of tenants that is linked into and aligned with the arrangements in LCC. Part of the remit of the Operations committee is the conduct of scrutiny. Scrutiny is concerned with carrying out a deep and thorough examination of the work that is done and making recommendations for improvement. There will be two scrutiny exercises per year. The process will follow the format of appreciative enquiry. The outputs will be shared with LCC as part of their assurance arrangements. The findings conclusions and recommendations will be presented to Board upon completion. Board will then respond to the scrutiny report and identify how it will carry forward the recommendations made.

#### **Recommendations:**

Committee is requested to:

- 1 Discuss and approve the proposal
- 2.Recommend adoption by the Board

## Equality Diversity and Inclusion

It is essential that all scrutiny activity takes account of the protected characteristics of potential and actual tenants and that the service is adapted to accommodate those needs. The scrutiny exercise will examine the EDI implications of the process and the outcomes achieved.

### Regulatory Framework:

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

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

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

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

Scrutiny exercises will evidence how well the standards are complied with and where needed make recommendations to strengthen compliance.

## **Introduction**

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

The report sets out the arrangements for conducting scrutiny exercises, how scrutiny fits into BITMO governance and how it aligns with LCC scrutiny arrangements and LCC oversight of BITMO's activities.

## **Background**

Scrutiny is an important part of the co-regulatory approach taken by the Regulator of Social Housing. Co-regulation means that the Regulator sets the framework and standards, and on a continuing basis the provider (LCC, BITMO) is responsible for ensuring that it complies with the standards and framework. The Transparency Influence and Accountability standard requires housing providers have scrutiny arrangements in place that enable real influence of a broad range of tenants. In the context of tenant management, it is for us to satisfy LCC that we comply with the regulatory requirements.

One of the outcomes of the recent RSH Inspection of LCC housing service is a need to strengthen scrutiny arrangements and align BITMO's approach to scrutiny with that of LCC.

In June this year Board considered how best to approach meeting this expectation and made clear that as a TMO it considers that BITMO is actively involved in scrutiny on an ongoing basis and that developing an additional "panel" or "board" as Leeds have done to carry out scrutiny exercises is both unnecessary and may be too ambitious. Two attempts have been made to generate interest in the formation of a scrutiny panel, but these have not been successful. Board requested that a different approach be taken.

## **Proposed arrangements**

The Operations committee will lead on scrutiny exercises. Ongoing engagement with tenants will be used to identify non board members who are interested in participating in scrutiny exercises. Participation by non-board members may be continuous or ad hoc, to meet the needs of the participants. Board involvement will be continuous.

The Operations committee will meet four times a year. The agenda covers a range of operational matters and scrutiny exercises. We will carry out two scrutiny exercises per year. Side meetings focused entirely on scrutiny will be scheduled between operations committee meetings. The operations committee will make recommendations to the Board based on its findings. The findings conclusions and recommendations will be shared with LCC who will feed them into their own scrutiny arrangements. LCC will feed their comments back to the Board. We will maintain close alignment between LCC scrutiny activity and BITMO scrutiny activity.

### **How is scrutiny different to Operations committee business as usual?**

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

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

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

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

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

The key difference between a scrutiny exercise and the governance scrutiny that the Board carry out is that the Board is concerned with strategy, decision making and assurance. Scrutiny exercises are about a close examination of a process or service from an experiential perspective. It asks what is the tenant experience, and how can it be improved. Tenants who carry out scrutiny make recommendations to the Board. In ordinary governance activities, Officers make recommendations to the Board. Scrutiny shifts the emphasis toward the tenant voice.

## **The scrutiny process**

Operations committee members are invited to a series of meetings to design the scrutiny process they want to follow. We will also invite shareholders and involved tenants. The panel will be able to meet face to face and online to suit the needs of the participants.

The process will be supported by members of the Management Team, who will act purely in a supportive capacity. The process will be a form of appreciative enquiry following a design, enquire, reflect, consider, report path. Appreciative enquiry is a process whereby organisational change, and problem-solving focus on what is working well, and opportunities to strengthen and improve. Doing this enables consideration of problems that is more likely to generate optimism commitment and real change.

### **Stage 1 Design-**

- Scoping the review. What is included in scope and what is excluded
- Form a set of questions to ask and receive evidence in relation to
- What further info is needed such as a survey of tenants
- What shadowing of staff if any will be helpful to the review

### **Stage 2 Enquiry**

Presentation of data, meetings with staff, survey results

Reflections on learning and further enquiries

### **Stage 3 Reflection**

Formation of findings, conclusions and recommendations

### **Stage 4 Consideration**

The Operations meeting will convene and form judgements as to strengths, areas for improvement and recommendations.

### **Stage 5 Report**

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

## **Conclusion**

The report has presented proposed arrangements to carry out scrutiny exercises that amplify the tenant voice, align with LCC's arrangements and deliver challenge and continuous improvement to BITMO.

**Recommendation:**

The Operations Committee is requested to:

- (i) DISCUSS and ACCEPT the above proposal;
- (ii) Recommend APPROVAL by the Board.

**Notes:**

## 7. Board and Committee reporting structure

### BITMO

Operations Committee Report



**Meeting Date:** 25<sup>th</sup> June 2026

**Report Title:** Board and Committee reporting structure

**Author(s)** Peter Olver

**For Information/ ~~Decision~~ Discussion**

#### Executive Summary:

A revision of the reporting structure is proposed in order to streamline business and increase efficiency of both Board and Committee working.

#### Recommendations:

Committee is requested to DISCUSS and ACCEPT the report.

#### Equality Diversity and Inclusion

No issues identified.

#### 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			✓





## Board business planner

	February	April	June	August	October	December
<b>Theme</b>	Corporate priorities	Tenant engagement and outcomes	People Culture and governance	Risk Compliance and assurance	Assets investment and strategic planning	Governance and leadership
<b>Strategic question</b>	<i>Are we financially sustainable and what are we going to deliver next year?</i>	<i>Are we making a difference for tenants?</i>	<i>Are we a well governed and inclusive organisation?</i>	<i>Are we safe, compliant and managing risk effectively ?</i>	<i>Are our homes fit for the future ?</i>	<i>Are we governing effectively?</i>
	Budget preparation	Budget approval	Q4 KPIs	Statutory Accounts	Q2 KPIs	Governance review, board training and forward plan
	Annual Repairs Review	Annual Review of tenant engagement	Annual Review of Safeguarding	Health and Safety Report	Board elections	Annual Self assessment
	Corporate KPIs	TSMs	HR Report	Risk Map review	Stock Condition Review and investment parameters	Regulatory compliance
	Risk Map review	Annual Review of Complaints	Reports from Committees	Reports from Committees	Planned programme tracker	Finance monitoring
	Business plan and annual plan	Reports from Committees	Finance monitoring	Finance monitoring	Reports from Committees	Annual governance self assessment
	Draft investment plan	Annual ASB review	EDI Review	Retirement Life Report	Finance monitoring	CEO Report
	CEO Report	Local Pride	CEO Report	Policy approvals overview	Business plan and annual plan	
		CEO Report		CEO Report	CEO Report	
				AGM preparation		

## Operations Committee Planner

February	May	August	November
KPI report	KPI report	KPI report	KPI report
Policy Approvals	Policy Approvals	Policy Approvals	Policy Approvals
Gate programme	Gate programme	Gate programme	Gate programme
Tenant Engagement plan and review	Tenant Engagement plan and review	Tenant Engagement plan and review	Tenant Engagement plan and review
Qtrly ASB Report	Qtrly ASB Report	Qtrly ASB Report	Qtrly ASB Report
Scrutiny Report	Scrutiny Report	Scrutiny Report	Scrutiny Report

## Finance Committee Planner

January	April	July	October
Revenue accounts	Revenue accounts	Revenue accounts	Revenue accounts
Capital accounts	Capital accounts	Capital accounts	Capital accounts
Revenue budgets	Revenue budgets	Financial Statements	
Staffing update	Staffing update	Staffing update	Staffing update
	Internal Audit	External Audit update	Delegations

**Recommendation:**

The Operations Committee is asked to:

- (i) DISCUSS and ACCEPT the above report.
- (ii) Recommend APPROVAL by Board (to take effect from that date).

**Notes:**

## **8. Any Other Business**

None proposed as at 16<sup>th</sup> June 2026.

**Notes:**

**Date of Next Meeting: TBC**

**APPENDIX 1**

**OPERATIONS COMMITTEE**

**MINUTES**

**23<sup>rd</sup> April 2026**

**BELLE ISLE  
TMO  
OPERATIONS  
COMMITTEE  
Minutes of a Meeting  
Meeting held on  
Thursday 23<sup>rd</sup> April 2026**

**Present:**

Harry Austin  
Jean Burton  
Trevor Brown  
Margaret Brown  
John Newbould  
Emma Walkley  
Angela Weglarska  
Paul Truswell  
Cllr Wayne Dixon

**In Attendance:** Deborah Kelly (Chief Executive Officer)  
Peter Olver (Head of Governance & Finance)  
Curtis Jenner (Head of Repairs, Maintenance & Investment)  
Simon Richardson (Leeds CC)

**PART A – Public Agenda Items**

**Apologies**

Apologies were received from: Stephen Brockley, Kate Youngs, John Oddy and Emma Pogson-Golden.

**1. Minutes and Matters Arising**

The minutes of the meeting held on 26<sup>th</sup> February 2026 were approved as a true record.

Matters Arising from the Operations Committee held on 26<sup>th</sup> February 2026:

Item per Minutes below	Update
Attendance by the Police and Leeds Anti-Social Behaviour Team (LASBT) at future Committee or Board meetings.	The Police will attend the Board meeting on 4 <sup>th</sup> June. Discussions are taking place about LASBT future attendance.
Further tenant satisfaction survey work.	Following feedback from Committee a revised set of questions were put to Board on 2 <sup>nd</sup> April 2026.
NFTMO Conference 19-21 June 2026	Board members to attend would be Harry Austin, Trevor Brown, Kate Youngs and Stephen Brockley. Emma Walkley would be reserve. Staff attendees would be Deborah Kelly and Tracey McGarry – who would lead a session with help from the team.
Young Tenants Group	Data being prepared for messages will be sent on social media to engage with tenants under 30 years of age about BITMO, the estate and the services we provide and to invite participation in meetings and events.
Gate Signage	Notice Board to be commissioned.
Tree Nursery	Fruitworks have appointed a solicitor to review the draft lease document.

**Recommendation:**

The Operations Committee was asked to APPROVE the draft minutes.

***Approved***

## **2. Performance Reporting**

The Committee reviewed that data provided, being:

### **A] Tenant Satisfaction Measures (TSM's)**

#### **(i) Current Tenant Perception Measures (TPM's)**

The results for the year to 31<sup>st</sup> March 2026 were reported to the last meeting and included in the minutes below. 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).

Comparator information was now available, to compare the final 2025-26 BITMO results against the housing areas of South Leeds. These are given below.

These indicated that the comparators of Hunslet and Middleton are, like BITMO, doing well in many areas. BITMO continued to be ahead of our 70% target in the majority of areas of operation, but there continued to be a need for relentless focus on both maintaining and enhancing levels of performance. Complaints handling had 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:

Overall - All areas	South																		
	Example Area						OS				OSE						BITMO		
	Beeston & Holbeck		Hunslet and Riverside		Middleton		Morley		Rothwell		Halton Moor & Osm		Kippax & Garforth		Swarcliffe				
	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%
<b>The home</b>																			
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%
<b>Contact and communication</b>																			
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%
<b>Neighbourhood and community</b>																			
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:**

<b>Full Year 2025-26</b>	<b>BITMO</b>	<b>Hunslet &amp; Riverside</b>	<b>Middleton</b>
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%

A request was made for BITMO information to be compared against an average for all of South Leeds going forward.

## **Additional survey work**

Quotes had been received for work to conduct a deeper dive into these areas. In particular, the question on anti-social behaviour was not targeted at BITMO services, but rather at people's perception of problems in their area.

Possible additional questions:

### **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?

The above had been deliberated upon by Board on 2<sup>nd</sup> April 2026 and have been sent Acuity for working into a final form words via a phone survey.

## **(ii) Management Information Measures (MIM's)**

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

Many of the MIM's were previously included in the Key Performance Indicator schedules below (indicated above by 'KPI'). Others were included in the Building Safety Dashboard (indicated above by BSD). There had been an element of duplication in these reporting tables. It was agreed that any duplication be removed by the combining of elements into a revised structure of documentation.

The TPM and MIM reporting requirements form the core elements of service reporting to the Regulator.

## 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 reinspections - 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

Supplementary 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
BS06a	Gas Services Overdue	Proportion of gas services overdue and within access procedure process	≤ 0.2%	0.65	0.66%	0.82%	0.83%	15/1808 properties have an overdue CP12 Certificate and are in the access procedure
BS06b	Gas Servicing - Non-Domestic	Proportion of non-domestic gas services carried out	100%	100%	100%	100%	100%	4 Properties - 28 Belle Isle Circus (07/01/2025), 58 Belle Isle Circus (18/07/2025) & Broom Nook Community room (01/11/2025) - 3 Winrose Grove decommissioned
BS07a	Gas Audits - Workmanship	Proportion of gas quality control audits passed - workmanship - cumulative score	≥ 90%	96%	100%	100%	100%	Checked by LCC
BS07b	Gas Audits - Paperwork	Proportion of gas quality control audits passed - paperwork -	≥ 90%	90.20%	100%	100%	100%	Checked by LCC
BS08a	Electrical Testing - Fixed Wired	Proportion of homes with an in-date Electrical Installation Condition Report (EICR) - Domestic	100%	66.23%	86.52%	88.46%	91.63%	1664/1816 properties have a valid EICR certificate for Mar 26
BS08b	Electrical Testing - Fixed Wired	Proportion of homes with an in-date Electrical Installation Condition Report (EICR) - Communal	100%	89.90%	96%	100%	100%	25 out of 25 communal areas have a current EICR (containing 115 Properties)
HMA6	Void Properties	Proportion of void properties (HMA2) expressed as a % of total stock	≤ 1%	0.44%	0.44%	0.88%	1.27%	23 void properties at 31.3.26, although several do not qualify for financial penalty.

Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-2	2025-26 Q1-3	2025-26 Q1-4	Comments/Notes
BS09b	Fire Safety - Non-HRRB	Proportion of Fire Risk Assessment completed for non-High Risk Residential Buildings (out of scope of Building Safety Act)	100%	100%	100%	100%	100%	157 of 157 Fire Risk Assessments completed and actions being created.
BS10	Fire Alarms	Proportion of fire alarms tested within programme	100%	99.4%	100%	60%	60%	LBS tested 3/5 communal fire alarms for certification. 100% are tested weekly by staff and logged.
BS11	Fire Fighting Equipment	Proportion of fire fighting equipment maintenance visits completed within target	100%	100%	100%	100%	100%	Next inspection due Nov 2026.
BS12	Emergency Lighting	Proportion of emergency lighting maintenance visits completed within target	100%	91.60%	100%	100%	100%	94 properties in 16 blocks checked in Stage 2 fire app
BS13a	Flat Entrance Doors	Proportion of flat entrance door inspections completed within programme - process	100%	100%	100%	100%	100%	16 of 16
BS13b	Flat Entrance Doors Inspected Both	Proportion of flat entrance door inspections completed within programme - access gained and both sides of door inspected	≥ 70%	50.70%	90%	90%	90%	369 of 410 checked in Home Visits.
BS14	Stock Condition	Proportion of homes that have had a full stock condition survey completed in the last 5 years	≥ 90%	36%	82%	82%	82%	1494 of 1830 properties have completed surveys.

Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-2	2025-26 Q1-3	2025-26 Q1-4	Comments/Notes
BS15	Damp & Mould	Number of open damp & mould cases	18	85	10	22	30	We had 30 open D&M cases at 31.3.26.
BS17	Asbestos Action Monitoring	Proportion of actions identified at asbestos inspections within target	100%	100%	100%	100%	100%	
BS18	Water Hygiene Action	Proportion of actions identified at water hygiene inspections within target	100%	100%	100%	100%	100%	
BS19	Carbon Monoxide	Proportion of homes containing fixed combustion appliances with carbon	100%	100%	100%	100%	100%	
BS20	Smoke Detectors	Proportion of homes with smoke detectors installed	100%	100%	100%	100%	100%	

## B] Other Key Performance Indicators

Investing in Peoples Homes							
	<b>Key Performance Indicator</b>		<b>2024-25 Q1-4</b>	<b>2025-26 Q1-4</b>			
<b>Goals</b>		<b>Curr target</b>			<b>2025-26 Q4 RAG</b>	<b>2024-25 RAG</b>	<b>Comments Q1-4 2025-26</b>
<b>A quick and reliable repairs and maintenance service &amp; investment in decent and safe homes</b>	Repairs appointments made and kept	95%	97.82%	89.24%	R	A	Performance dropped off significantly in qtr 4 as a result of the bottleneck of voids and Mears resourcing issues.
	(BITMO) Repairs - Number of post inspections	10%	11%	16%	G	G	This figure represents a mix of physical inspections and telephone calls to tenants to check that they are happy with the work done.
	Percentage of communal areas meeting the required standard	100%	100%	100%%	G	G	This figure represents that all inspections needed are complete but does not reflect the standard of the communal areas. Reporting in this area needs to improve.
	Capital Investment programme completed (100% for the year)	100%	95%	113%	G	A	£1.8m spent - subject to some potential recovery re fire damaged property and other matters.
	Percentage of homes with a Gas safety certificate overdue for 0-4 weeks	0%	1.16%	0.83%	A	A	15 out of 1808
	Percentage of properties with a Gas safety certificate overdue for 1-3 months	0%	0.17%	0.22%	A	A	4 out of 1808
	Percentage of properties with a Gas safety certificate overdue for over three months	0%	0.33%	0.22%	A	A	4 out of 1808
	Green spaces and footpath inspection	100%	100%	100%	G	G	Quarterly inspections complete.
<b>Effective relet of empty properties</b>	Time taken to relet empty properties - Gross Relet	28 days	35.51	43.48	R	R	Increase in turnaround time should now be reversed as processes have changed.
	Number of tenancy terminations	N/A	91	87	N/A	N/A	
	Number of commencements	N/A	90	69	N/A	N/A	
	Number of voids at period end	18	8	19	R	G	High number of voids in last three months of the year.

Building Tenant Control							
Goals	Key Performance Indicator	Curr target annual	Q1-4 2024-25	Q1-4 2025-26	2025-26 RAG	2024-25 RAG	Q1-4 Comments
Maximise rent collected with timely intervention and support	Percentage of rent collected	96%	97.83%	97.50%	G	G	Ahead of city - in upper quartile - City 96.03% / League table rank 1 Hunslet 96.42 Middleton 96.37 Beeston 96.05
	Percentage of rent owed	3%	1.62%	1.99%	G	G	Ahead of city - in upper quartile - City 3.36% / League table rank 1 Hunslet 2.79 Middleton 2.96 Beeston 3.03
	Amount of rent owed	£250k	£140,564	£172,248	G	G	Comparison end Mar 2026 Hunslet £248k, Middleton £341k, Beeston £350k
	% of arrears cases owing 7 weeks rent plus	LCC 7.7% Mar 23, 7.12% Sept 24	1.38%	1.40%	G	G	At end Mar 2026 City was 5.71%. Hunslet 4.86 Middleton 4.12 Beeston 6.14
	Number of Household Supported with Financial Hardship	TBC	167	To be tabled	N/A	N/A	Staffing has had to be flexible to cater for team needs.
	Income generated	TBC	£450,833	To be tabled	N/A	N/A	Staffing has had to be flexible to cater for team needs.
	Number of notices served	N/A	108 (11.86%)	84 (8.89%)	N/A	N/A	
	Number of cases entered to court	N/A	13	11	N/A	N/A	2 April, 1 May, 1 June, 1 July, 1 Aug, 2 Sep, 0 Oct, 0 Nov, 1 Dec, 1 Jan, 1 Feb, 0 Mar
	Number of Court orders obtained	N/A	11	6	N/A	N/A	6 Orders - costs only, adjourned,
	Number of evictions	N/A	4	1	N/A	N/A	One eviction on the grounds of rent arrears this year, in June 2026. We applied for a second in Feb 2026 but the date is in April 2026 (next financial year)

## Building Tenant Control (continued)

Goals	Key Performance Indicator	Curr target annual	Q1-4 2024-25	Q1-2 2025-26	Q1-3 2025-26	Q2 RAG	2024-25 RAG	Q1-3 Comments
<b>Maintain an organisation that is tenant led</b>	Full Tenant Board membership	100%	78%	92%	G	A		11 of 12 places filled.
	Increase in Number of shareholders	10%	3%	5%	A	R		5 new shareholders since march 2025. All meetings of new tenants will include a sign up invitation with raffle.
	An online Annual Report produced by BITMO for all tenants	100%	100%	100%	G	G		2025-26 report due Summer 2026.
<b>Support and develop skills within the organisation</b>	% of Board members attending <b>all</b> Full Board meetings	100%	77%	73%	A	A		60 out of 82 possible attendancies.
	Board appraisal - number who complete this within the year	100%	47%	42%	R	R		5 completed July 2025. Pre-appraisal chats almost complete. Appraisals in May.
	Board training - all Board members to attend at least two formal training sessions in the year	100%	94%	93%	A	A		Gate, Duties & Conduct, Leadership, Repairs.
	Staff attendance - Number of days lost through absence (average per full time employee)	10	5.7	Total 13.4 (LTS 9.5, STS 3.9)	R	R		We have six members of staff who are or have been on long term absence. Two have left the organisation. Three have returned. One remains absent. The absence is being managed.
	Staff appraisal - number who complete within the year	100%	100%	100%	G	G		Normal completion target is 31st August.

Supporting People to Live Well							
Goals	Key Performance Indicator	Target current	Q1-4 2024-25	Q1-4 2025-26	Q4 RAG	24-25 RAG	Q1-4 Comments
Responsive Customer Contact	Tenancy Amendments completed within target time	10 working days	100%	100%	G	G	100% within target - 26 requests
	Mutual Exchanges completed within target time	42 days	20 (90.9%)	26 (89.66%)	G	A	Two missed the deadlines due to staff absence, but with no detrimental effect.
Support for Elderly Tenants in Need	Retirement Life Residents with a Support Plan	N/A	109	110	G	G	
	Support Plan reviewed within target time	95%	100.00%	100	G	G	
	RL Residents receiving Warden Service	N/A	76	72	N/A	N/A	
	Number of residents signed up for floating support	N/A	3	3	N/A	N/A	We have an aspiration to sign tenants up for floating support but currently no target.
	Yearly RL service review report	May annually	Jul-25	May-26	G	G	

Supporting People to Live Well							
Goals	Key Performance Indicator	Target current	Q1-4 2024-25	Q1-4 2025-26	Q4 RAG	24-25 RAG	Q1-4 Comments
<b>Enforcing Tenant Responsibilities</b>	Respond to tenant permission requests within 10 days (See Permissions log)	100%	TBC	TBC	TBC	TBC	LCC reviewing how this operates and BITMO will then review further.
	Home Visits - General	100%	92.90%	64.66%*	G	G	Performance has improved dramatically in recent years. 512 visits were completed in total. *We had 154 general home visits to do this year (Year 1) and achieved 152 of them. We also did 135 Year 2 visits and 13 Year 3 visits. The general visits operate on a three year cycle, with higher numbers to be completed in the next two years. ** 212 out of 222 priority visits were completed.
	Home Visits - Priority	100%	94.09%	95.5%**	G	G	
	Percentage of new tenant visits completed within 28 day target	75%	71.2%	89.0%	G	G	
<b>Tackling Anti-Social Behaviour</b>	ASB - number of cases opened	N/A	41	To be tabled	N/A	N/A	Detail awaited from LASBT - to be tabled. Management of ASB cases is an area that we want to strengthen and are approaching this through staff training and support, as well as trying to strengthen approaches taken by LASBT and the police.
	ASB - number of cases closed	N/A	62	To be tabled	N/A	N/A	
	ASB - situation improved	66.67%	74.19%	To be tabled	N/A	N/A	
	Support - opened and closed	N/A	42/42	8 opened/ 4 closed	N/A	N/A	
	LASBT Number of cases closed - situation improved	66.67%	64.70%	To be tabled	R	A	
	LASBT Number of cases opened	N/A	22	To be tabled	N/A	N/A	



**Recommendation:**

The Operations Committee was asked to DISCUSS and ACCEPT the above report.

***ACCEPTED***

**4. Any Other Business**

None.

**Date of Next Meeting: Thursday 25<sup>th</sup> June 2026**