BELLE ISLE
TENANT MANAGEMENT ORGANISATION

BOARD MEETING

AGENDA AND PAPERS

PART A

Thursday 6th August 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 6th August 2026
at BITMOs GATE at 6.00pm

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

Part A – Public Agenda Items

- Apologies
- Questions from the public
- Issues raised by Board members for the agenda

Presentations:

(i) In Memoriam tree proposal on Belle Isle Circus

Meeting items:

1. Board Declarations (page 6).

2. Minutes and Matters Arising from the Board meeting held 4th June 2026 (page 7 & Appendix 1, page 68)

3. Operational Report from the Chief Executive Officer (page 8)

4. Risk Map Review (page 17 and Appendix 3, page 85)

5. Communications Plan (page 25)

6. Annual Retirement Life Report (page 33 and Appendix 2, page 82)

7. Draft Reports & Financial Statements 2025-26 (page 42 and separately enclosed)

8. Operations Committee Report (page 49)

9. Finance Committee Report (page 60)

10. Board Forward Plan – meeting details inc AGM (page 64)

11. Any other business (page 67)

Part B – Confidential Items (Part B papers)

BITMO Board meeting 6th August 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	Tree in Memoriam proposal.	Proposal for a monument to honour those who have taken their own lives.	Examine the potential for commemorative items on the estate.	Consider the proposal and review other possibilities..
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.
Risk Map Review	Organisation Risk Assessment.	Risk management and mitigation is vital to any business.	Continue to monitor and manage risks.	Agree the report.
Communica-tions Plan	Draft Plan for discussion.	BITMO needs to be transparent in its operation and to engage fully with residents to gather opinions and needs.	Obtain feedback and consult to be absolutely tenant led.	Review, advise and accept the draft Plan.
Retirement Life Report 2026	Annual review of RL services.	Retirement Life is a highly important service provided to vulnerable customers.	Monitor and further improve services.	Accept the report and suggest enhancements.

Draft Reports and Financial Statements 2025-26.	Annual public disclosure of operational activity.	Transparency and sound financial performance are essential for the organisation.	Continue to enhance performance and reporting.	Accept the Reports and Financial Statements, subject to any audit adjustment.
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. To outline the Annual General Meeting preparations.	Required for good governance.	Update as appropriate.	Discuss and agree the forward plan.

Notes:

Part A – Public Agenda Items

Apologies: To be reported at the meeting.
Questions from the Public: All BITMO Board meetings are open to the public. This part of the meeting is set aside for questions to the Board from the public. Time and venue of Board meetings are advertised on the web site. Minutes from previous meetings are also available on the web site.
Issues raised by Board members: If Board members have issues that they wish to raise that are not included on the agenda these should be discussed with the Chair before the meeting starts.

1. Declarations

1.1 Declarations of Interest

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

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

1.2 Declaration of Understanding

Board members are asked to confirm that they have read the BITMO Board papers for the meeting on 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.

1.3 Declaration of Attention

Board members are asked to confirm that mobile phones will not be accessed during the meeting (unless there is a health and safety emergency) and that all business will be addressed through the Chair.

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 4th June 2026 (*Appendix 1*).** The table below details updates on items not dealt with elsewhere on the agenda.

Matters Arising:

Action	Required	Owner
1	Final version of lease being drawn up by LCC to issue to Fruitworks. A grant has been secured for project development.	PO
2	Contractor constructing GATE newsboard.	PS
3	Swamp games structure being refurbished.	PS
4	Share planned works and customer service survey findings via tenant communications. Pending	DK
5	Board appraisals due week commencing 10th August.	TMc
6	Final EDI training being planned. Online courses being completed.	TMc
7	Communications Plan and website improvements to be brought to Aug Board meeting – see agenda.	DK/PS
8	TIAA audit representative, David Robinson, presented to Operations Committee on 25th June.	PO / DK
9	Ian Montgomery of Leeds City Council presented the work of the LCC Scrutiny Board to the Operations Committee on 25th June.	PO/DK

Recommendation:

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

Notes:

3. Operational Report from the Chief Executive officer

BITMO

BOARD Report

Meeting Date: 6th August 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 not presented elsewhere on the agenda. It develops the work presented to the last Board meeting on BITMO values and service standards adopting the guidance provided by the Board.

Recommendations:

The Board is requested to

1. Approve the Service Standards presented
2. Approve the revision to BITMO values presented

Equality Diversity and Inclusion

The service standards make specific reference to the Public Sector Equality Duty.

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			√

Purpose of the report

The report provides an update on activities since the meeting in June. It updates work on customer service standards and our values following input from the Board at the June meeting.

Values

As reported at the last meeting in preparation Investors in People accreditation we are refining our values and aligning values to a set of behaviours, revising our 1:1 and appraisal process and developing a people strategy.

A first draft of amended terminology was presented to Board, who requested that further work be done to clarify what the values mean for tenants.

We have redrafted them to give a stronger tenant focus as below:

Our Values	**What this means for you**
Tenant leadership	We will understand tenants' rights and will prioritise them in the way we work. We 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 demonstrate accountability to tenants. We will act honestly. We will follow policies, and procedures and service standards to deliver positive outcomes for tenants.
~~Working together~~ Collaboration	We will communicate honestly and openly with a problem solving mindset. We will work with tenants to solve problems. We will think outside our own teams to help and work with colleagues across the organisation to support each other in our roles to deliver the best outcomes for tenants.
~~Providing the highest quality of service,~~ Excellence	We will deliver the best service possible for tenants. We will always question whether the way we are working daysis the best way and will seek opportunities to improve what we do and how we do it to provide the best outcome for tenants and the organisation.
Respect, ~~integrity, fairness and trust~~	We will act consistently with respect towards all our tenants. We will demonstrate integrity, fairness and trust.
~~Value each other's points of view~~	We actively engage with and support all tenants to access our services and their tenancy rights. We will make reasonable

Inclusion	adjustments to enable tenants to access services, and participate fully in the running of the organisation, sharing perspectives, and 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 met with Leeds on 4th June '26, to discuss this. They confirmed that while changing the delegations in some of the ways we described might not be their preference they were willing to progress the discussion on the basis of what the MMA provides. They had taken advice from Capsticks Solicitors who advised that a test of competence is not required in relation to the matters we wish to progress. The key piece of work requiring to be done is to disaggregate the respective obligations and associated costs. They advised that when this was done, they would revert to us with clarity on how they wished to progress the discussion.

At the time of writing we have not yet received that clarity.

Service Standards

A set of service standards was presented to the Board in June for consideration. Board provided feedback. In line with this we have amended the standards to make clear that where tenants have vulnerabilities or live in circumstances that indicate that the Public Sector Equality Duty applies, we will work with them to consider what reasonable adjustments can be made. We have added an introduction that makes clear that the services we provide reflect BITMO's values.

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

Our Service Standards

As a tenant-led organisation, BITMO is guided by values that put tenants first. We are accountable to our tenants and are committed to delivering services that are honest, fair and focused on achieving the best possible outcomes.

We will:

- *treat every tenant with dignity, fairness and respect;*
- *communicate openly and honestly;*
- *work with you to solve problems wherever possible;*
- *explain clearly when we cannot do what you have asked and why;*
- *continually review and improve our services to ensure they remain efficient, effective and tenant focused;*
- *make reasonable adjustments so everyone can access our services and participate in the organisation.*

If you are not happy with the outcome of your service request you have the right to complain using our complaints procedure.

Service area					
Telephone, email or written enquiries (other than repairs requests) including permissions	*We will acknowledge your request 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 normally make a decision within 7 working days working days once we have received all the information we need*	
Disabled adaptations	*We will acknowledge your request 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.*
Property inspections	*We will inspect your home to discuss the situation within 10 working days of the request.*	*Following the inspection we will explain:* *what we found;* *any repairs or remedial works required;* *who is responsible for carrying them out; and the expected timescale.*			
Tenancy Enforcement Action	*Where believe there may have been a breach of your tenancy agreement we will discuss this with you and give you the*	*We will be clear about what action you need to take to comply with your tenancy agreement.*	*If there is a reason why you are unable to comply with your tenancy agreement we will consider your support needs and work with you to find a solution*		

	opportunity to respond				
Damp and mould service standards	*We will inspect your home to discuss the situation and diagnose the defect within 3 days of the request if there is an emergency risk and within 10 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*	*If further investigations are needed we will explain why and keep you updated on progress until the work is complete.*		
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.*	*Where available, we will lend gardening equipment to help you complete the work*	*If there is a reason why you are unable to complete or organise the work we will consider your support needs and work with you to find a solution*	*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 10 working 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,*	*If you are not happy with the outcome you have the right to*		

		details of any remedy offered, details of how to escalate if you are not satisfied	*appeal using our complaints procedure*		
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*	*Where appropriate we will offer to meet with you to discuss your application*	*We will make a decision within 42 working days of receiving all the information we need*	
Fencing requests	*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*	*Where appropriate we will offer to meet with you to discuss your application*	*We will make a decision within 7 working days of receiving all the information we need*	
Tenancy changes requests	*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*	*Where appropriate we will offer to meet with you to discuss your application*	*We will make a decision within 7 working days of receiving all the information we need*	
ASB	*We will acknowledge a report of ASB within 24 hours*	*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*	*These standards are in development*			
Communal area cleaning	*We will clean the communal areas*				

	in 3 storey blocks weekly	
	We will clean the communal stairways of four flat blocks quarterly.	
	We will clean the communal rooms in Retirement Life accommodation weekly.	

Fruit Works Update

Fruit Works Co-operative have recently secured major funding to develop the unused site behind Belle Isle Parade as community tree nursery. They will be imminently signing a ten year lease with the Council for the site. Starting in the autumn there will be two weekly gardening groups - one for adults and another for students from Broomfield Future Steps Hub. They will also be recruiting a trainee community tree grower. They intend to increase the reach of their annual fruit tree giveaway and include pruning some residents existing trees. During the first year of the project they will run 10 training workshops and host three community celebrations.

They will continue to work closely with local groups, such as Edible Belle Isle and Belle Isle in Bloom.

They have written to us to thank BITMO for getting them to this point as they very much value BITMO's encouragement, advice and support over the last couple of years. We will keep you updated as the project progresses.

Conclusion

The report has presented an update on current work for consideration by the Board.

Recommendations:

Board is requested to ACCEPT the report and to:

(i) APPROVE the Service Standards presented
(ii) APPROVE the revision to BITMO Values presented.

Notes:

4. Risk Map Review

BITMO

Board of Management Report

Meeting Date: **6th August 2026**

Report Title: Risk map

Author(s): Deborah Kelly

For **<u>Information/ Decision/ Discussion</u>**

Executive Summary:

Following the governance review in 2024, the Board accepted a recommendation that the risk profile of the organisation should have a higher profile in the Boards considerations and should be presented to the Board for discussion at more regular intervals to enable better understanding of risk, and to ensure that appropriate controls and mitigations are in place. The report provides a review of key risks and highlights new risks that have emerged since the risk profile was last discussed in January this year. Unless the risk profile changes significantly, a further review of the risk register and mitigations will be brought to board again in January 2027.

Recommendations:

Board is requested to discuss the report and comment on it.

Equality Diversity and Inclusion

The risk map recognises the risks of not having comprehensive customer information and not being able to deliver equality of outcomes in our operation.

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 risk map covers all the regulatory and governance and financial risks faced by the organisation.

1. Introduction

Our risk register has been updated to reflect emerging challenges. It is presented at Appendix 4. The risks identified are in in line with our core priorities and clarify what barriers we may encounter that would prevent us from achieving our mission of **creating a safer stronger greener Belle Isle where people want to live**, through the following objectives:

- Investing in peoples homes
- Building tenant control
- Supporting people to live well.

This report provides a high level summary of changes to the risk profile since the risk register was last considered by the Board in January 2026.

2. Key strategic risks

For several years now BITMO has focused on 10 key strategic risks, an eleventh, the risk associated with the age profile of the leadership team, was added at the last review last year.

	Risk	**Manifestation**	**Likelihood**	**Impact**	**Mitigation**	**Residual risk**
1	Deteriorating business performance	If we don't achieve our performance goals we will be failing our customers, and Leeds City Council.	Medium	Medium	Timely data Capable staff Focus on quality Effective performance management	Low
2	Inefficient business processes that lead to error duplication and re-work	If we don't learn from mistakes and work efficiently we will never release the capacity of our people to make a difference in the community.	High	Medium	Simplification through SOPs	Medium

3	Corporate compliance and governance	Governance failure may result in legal exposure or regulatory sanctions	Low	Medium	Effective Board Performance management inc QA and audit	Low
4	Technology capability	Failure to enhance digital capability creates inefficiency	Medium	Medium	Adoption of CRM and better recording has reduced this risk	Low
5	Business continuity and resilience	A major incident interrupting service delivery would impact tenants	Medium	Medium	Business continuity plans are in place, but they do not significantly reduce the risk	Medium
6	Winding up	Winding up of the TMO will lead to reduced service delivery	Low	High	Manage all risks and performance effectively	Low
7	Partnerships	An inability to successfully develop and manage strategic third-party relationships will have an impact on delivery of community initiatives	Low	Medium	Partnerships are strengthening and this risk is diminishing	Low
8	Funding reserves and treasury	a target level of reserves must be secure whilst achieving a reasonable return on investment.	Low	Medium	Reducing stock numbers and reducing management allowance indicate savings need to be made.	

9	Talent capability and culture	Failure to attract and develop capable people impacts on the success of the organisation	Medium	Medium	Improved management capacity and performance management are needed	Medium
10	Tenant satisfaction leading voting behaviour	52% of people didn't vote at the last ballot	Medium	High	Increased communications presence designed to influence voting behaviour .	Medium
11	Age profile of leadership team	A rapid succession of leavers in the next two to four years will undermine the success of the organisation	High	Medium	The only mitigation in development is around development of standard operating procedures and a People strategy .	Medium

3. Changing risk profile

An update is provided on the shift in the level, impact and residual risks as follows:

No change

1] At least four of seven members of the leadership team expect to leave or retire in the next four years. There will be a turnover of key staff with valuable knowledge skills and experience that will be hard to reproduce or replace. The key impact here will be on organisational effectiveness, performance, and customer service. This risk is being managed through the ongoing development of Standard Operating Procedures, staff training, and the development of robust quality assurance arrangements that a deep section of staff are involved in.

2] Perception and appearance of the estate – Plans to enhance the scheduling, organisation and control of estate based grounds maintenance have not materialised. So tenant satisfaction with the organisation's contribution to the neighbourhood is still a risk.

Increased risk

1] Governance - a number of vacancies on the Board and persistent difficulty in attracting potential board members means the risk of not being quorate is increased.

Reduced risk

Improved arrangements are in place in relation to the following risks, and as a result the net risk is reduced.

1] Management allowance – Successful dialogue with LCC around the requirements of the MMA led to an agreed reduction in the management allowance that was significantly lower than proposed.

2] Stock condition - Improved stock condition data is delivering greater certainty and value for money in capital investment

3] Customer intelligence - Increased outreach work through the whole staff team and the community development team in particular is leading to improved levels of knowledge about customer profile, and needs

4] Tenant hardship - This risk is being managed through the creation of a “cost of living project”. The second Financial Inclusion Officer post, that is funded through reserves on a temporary basis is coordinating this work stream.

4. Risk summary

The number of risks that BITMO has identified within the Risk Register is as follows:

Risk Category	No. of Risks
Total number of risks as at August 2026	49
Strategic risks (finance, governance and regulation, tenant engagement and reputation)	20
Operational risks	29
Gross risks with a red rating	10
Net risks with a red rating	2
Sub categories	
Finance	9
Governance and Regulation	8
Operational Management	17
BITMO reputation	5
Tenant Engagement	2
Stock quality	6
New Risks	
Leadership	1
Cost of living impact	1
Revised number of risks	49

4. Areas to Highlight

The only risks that have identified as remaining red after mitigation are as follows:

- Risk No. 48: Leadership The risk will manifest in year 2028 onwards as members of staff begin to retire.

- Risk No 4: Governance Failure to attract suitably qualified and motivated board members.

5 Conclusion

The risk profile of the organisation is typical of the sector. The majority of risks have robust controls in place to either reduce the probability of occurrence or reduce the impact should they occur. A number of risks have reduced in terms of likelihood and impact.

Recommendations:

Board is requested to note, discuss and ACCEPT the report.

Notes:

5. Communications Plan

BITMO

BOARD Report

Meeting Date: 6th August 2026

Report Title: Communication plan

Author(s): Deborah Kelly

For ~~Information/ Decision~~/Discussion

Executive Summary

This report provides a first draft of a communications plan that identifies the key messages to be communicated and the channels to be used. Board are asked to provide guidance on whether it is fit for purpose..

Equality Diversity and Inclusion

All tenant communications must take account of the diversity of communication needs of our tenant base.

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			√

1. Purpose of the report

The purpose of the report is to develop a communications plan as requested at the previous Board meeting. Board are requested to consider whether the communication plan as provided addresses their requirements and to provide guidance as to its further development.

2. The plan

Our communications exist to improve tenants' understanding of tenant management, increase confidence in BITMO, encourage participation in the organisation and demonstrate the value that tenant management brings to Belle Isle.

The plan will guide communications through the various channels we use and will help us to schedule key messages and calls to action throughout the year.

Our communications approach is designed to:

• Build trust

• Increase understanding

• Encourage participation

• Improve satisfaction

3. Key messages

1. Tenant Management Works

- BITMO is tenant-led.

- Decisions are made locally.

- Staff know the community.

- Services perform better.

2. BITMO provides Better Homes
Repairs, investment, estate services, damp and mould, safety and compliance.

3. BITMO supports a Strong Community

Community support, GATE, activities, volunteering and neighbourhood improvements.

4. Tenants in Control

Board, consultation, workshops, voting and accountability

5. Value for Money

How we spend, external funding, tool library, financial support and community benefits.

4. Communication Channels

We use the Bits N Pieces newsletter, our website, Facebook, tenants email, text messages, estate noticeboards, posters, staff conversations and events.

This communication plan sets out the ways in which we will build engagement over the next year. We do not currently have presence on Tik Tok but will work to build this.

Channel	Primary Purpose
Website	Permanent information, policies, guidance, campaign hub and evidence
Facebook	Community engagement, stories, reminders, events and discussions
Email	Campaigns, newsletters and detailed service updates
Voicescape	Urgent information and immediate calls to action
Posters	Seasonal campaigns and high-visibility awareness
Noticeboards	Neighbourhood information and local events
Tenant Newsletter	Major achievements, performance and tenant stories
Instagram	Visual storytelling, community pride, investment projects, staff, volunteers and events
TikTok	Short videos, myth-busting, behind-the-scenes content and community activities

Instagram should showcase Belle Isle as a great place to live through high-quality photographs and short videos. Priority content includes estate improvements, gardening, Local Pride events, community activities, the Tool Library, staff profiles, volunteers, investment projects and positive tenant stories.

TikTok should focus on authentic short-form video rather than corporate announcements. Suggested content includes 'A Day in the Life' features, quick housing tips, repairs advice, damp and mould prevention, energy-saving advice, myth-busting about tenant management, and clips from community events.

5. Channel Selection

Comms Type	Website	Facebook	Email	Text	Poster	Noticeboard	Instagram	Tik Tok
Corporate performance	✓	✓	✓					
Community stories	✓	✓	✓			✓	✓	✓
Events	✓	✓	✓	✓	✓	✓	✓	✓
Service changes	✓	✓	✓	✓	✓	✓		
Seasonal advice	✓	✓	✓		✓	✓	✓	✓
Tenant management campaign	✓	✓	✓		✓	✓	✓	✓
Board recruitment	✓	✓	✓		✓	✓	✓	
Investment projects	✓	✓	✓			✓	✓	
Emergency information	✓	✓		✓	✓	✓		
Performance statistics	✓	✓	✓					

6 Website

The website remains the single source of truth. Every campaign will have a dedicated webpage. Facebook, Instagram, TikTok, email, posters, noticeboards and text messages should all direct tenants back to the website for full information. We intend to invest in a refresh of the website in the next financial year which will improve content, and navigation.

7. Annual Communications Calendar

SPRING BITMO working for you Get ready for Spring			
	Schedule of Local Pride events	Use BITMO's tool library to get your garden blooming	X% of tenants are happy that BITMO makes a positive contribution to the neighbourhood compared to Y% of tenants managed by LCC
	Tenant management works	BITMO gets the seal of approval from Tenants X % are happy that BITMO keeps them informed about things that matter to them	BITMO provided X meals, Y pounds and Z activities for tenants
	Belle Isle Gala	BITMO is run by tenants	Tenant management delivers better services: faster repairs, staff you know and trust, a local office, a caretaking service, community groups and activities
		Gathering spaces	Summer holiday programme
SUMMER Focus on ASB and family activities			
	BITMO is run by tenants like you	Get involved	Join our board
	Tenant Management works	Your home is managed by BITMO, not the	Summer holiday activities xxx

		council, BITMO is run by tenants, just like you	
	Garden competition	BITMO's award winning community work delivers better services and puts money in tenants pockets	X % of BITMO tenants are happy that BITMO listens to them and acts on what they say. Y% for the council
	BITMO working for you	Use BITMO's tool library to keep your garden blooming	Mowers, scythes, hedge clippers, spades, shovels and forks, everything you need to maintain your garden in tip top form.
	Capital investment	BITMO gets the seal of approval from Tenants X % are happy that BITMO keeps them informed about things that matter to them	X% of tenants are happy that BITMO makes a positive contribution to the neighbourhood compared to Y% of tenants managed by LCC
AUTUMN Get ready for winter			
	Damp and mould, how to prevent Dehumidifiers	Demand for housing in Belle Isle x people for every home available, because people know tenant management	X % of BITMO tenants are happy that BITMO listens to them and acts on what they say. Y% for the council. You said we did

		delivers better services	
	Hardship	Local office, staff you know and trust, caretaker handymen, a money support team, BITMO's GATE	Community Fund
WINTER YOU have the Right to Manage your own neighbourhood Tenant management delivers better services and local accountability			
		BITMO's Winter Warmth Campaign	Warm space, winter coats
		Xmas holiday food offer	damp and mould,
		BITMO satisfaction v LCC satisfaction	?
		Your home is managed by BITMO, not the council, BITMO is run by tenants, just like you	X% of home repairs are completed on time, and X% of tenants are happy with the repairs service
		BITMO's award winning community work	X % of BITMO tenants are happy that BITMO listens to them and acts on what they say. Y% for the council BITMO uses its resources for people in Belle Isle. Get involved

8. What is the Call to Action for the Board?

The board are asked to reflect on this quite high level plan, and consider whether it is what the Board is asking for or whether they had something else in mind?

A comprehensive communications plan is an important part of organisational engagement and success but it is demanding in terms of time and financial resource. We do not have a communications specialist in the organisation, but we are committed to trying to explore the potential new channels bring and learning to use them to benefit the organisation.

9. Conclusion

A first draft communications plan has been presented for comments and direction.

Recommendations:

Board is requested to comment on, advise and ACCEPT the draft Communication Plan.

Notes:

6. Annual Retirement Life Report

BITMO

Board of Management Report

Meeting Date: 6th August 2026

Report Title: Retirement Life Annual Report

Author(s): Lesley Fothergill

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

Executive Summary:

The annual report covers the Retirement Life service offered to elderly and vulnerable tenants.

Recommendations:

Board is requested to discuss the report and indicate any areas of query.

Equality Diversity and Inclusion

The service is aimed at older and vulnerable persons.

Community Consultation

Residents are involved in most activities.

Financial implications

N/A.

Risk Implications

Health & Safety risks are reported upon. There would be reputational risks for any lapse in service.

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			

This report – aims and sections.

This report compiled by the Tenancy Support Manager covers BITMO's Retirement Life Schemes and aims to:

- Provide an ongoing update on the service.
- Review working practices and policies.
- Provide an ongoing action plan for service development and improvement.

This report contains the following sections.

1. Information about the service (Web based and printed)
2. Lettings and allocations (Processes and numbers)
3. Key policies
4. Risk assessments (How and why these are done)
5. Support planning (Review of this process)
6. Home visits (Process, targets and achieved)
7. Communal facilities (Current programme)
8. Positive outcomes (Service or Personal Stories – anonymised)
9. Resident involvement (Schedule of meetings – key issues)
10. Coming up

Information about the Service

Information about the Retirement Life service can be found on the BITMO website.
https://www.belleisletmo.co.uk/your-community/belle-isle/retirement-life/

Lettings and Allocations

Lettings Figures for Retirement Life services - April 2025 to March 2026

Type	Apr 2025	May 2025	June 2025	July 2025	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026
1 Bed Flats	0	0	0	0	1	0	0	0	0	0	0	0
1 Bed Bungalow	1	0	2	0	0	1	1	0	0	0	1	0
Total	1	0	2	0	1	1	1	0	0	0	1	0

Tenancy Terminations & Reasons for Termination for April 2025 – March 2026

Termination Reasons	Apr 2025	May 2025	June 2025	July 2025	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026
Death of Tenant	1	0	1	0	0	0	0	0	0	0	1	0
Admitted to Care Home	0	0	1	0	1	1	1	0	0	0	0	0
Internal Transfer	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Other area	0	0	0	0	0	0	0	0	0	0	0	0
Live with family or friends	0	0	0	0	0	0	0	0	0	0	0	0
Rehoused by Housing Association	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	0	2	0	1	1	1	0	0	0	1	0

Key Policies

No Policies have been reviewed during the last 12-month period. The relevant policies for Retirement Life are listed below:

- Professional Boundaries
- Service Standards & Working Practices
- Lone Worker Policy
- Assessing Needs & Risk Assessment
- Needs & Risk Assessment Form
- Communal Room/Laundry Room Policy

- Policy for Fob Holders & Booking of Communal Rooms
- Registered Fob Holder Form
- Non-Sheltered Housing Residents Registration Form
- Support File Policy & Procedures
- Safeguarding

The key policies will be reviewed as required.

Risk Assessments

A Needs and Risk Assessment should be undertaken with an applicant prior to an offer of sheltered accommodation. The reason for this is to help identify that sheltered housing is the most appropriate type of housing for the applicant and if so will help to determine what care packages need to be put in place for example whether there are any mental health issues, substance and/or alcohol abuse issues. The Tenancy Support Coordinator conducts the Needs and Risk Assessment usually at the applicants' home. Applicants are contacted by phone in the first instance or by letter if required.

Support File

The support file is divided into four sections:

- Resident Core Information
- Support File Summary
- Support File Updates
- Incidents – Observations - Actions

Section 1 - Resident Core Information – Personal Information

This section contains all the residents' personal details and must be completed within one week of a new tenant moving into a sheltered property.

The resident information sheet needs to be reviewed on a six-monthly basis to ensure that all the information is up to date or prior if you know or the tenant advises that there has been a change in any of the information.

Section 2 - Support File Summary

There are six headings in the Summary Section, and all must be completed over the first 56 days of the resident moving into a property, this should include the recording of any actions taken in relation to the information gathered and a risk rating of low/medium or high given.

Section 3 – Support File Updates

This section is used to log notes, issues, events, concerns relating to the tenant and should be completed at any time that is needed.

Section 4 – Incident – Observations - Actions

This form is completed when there are any requests for change, or an incident or Safeguarding concern is identified.

Support File Six Monthly Reviews

During the 12-month period April 2025 – March 2026, 214 Support Plan reviews were carried out by the team, and a **100%** return was achieved. The wardens will always report any concerns to the Tenancy Support Manager if they notice any changes or hear of any concerns from other residents, BITMO staff or family members.

Home Visits

From 1st June 2009 a choice of contact was introduced to all Retirement Life customers living in LCC Category 2 Sheltered accommodation. The service allows for a variety of types of contact i.e. daily visits, occasional contact, phone call, text, email, or the customer can choose to decline contact. Extra contact can be made in the event of a sheltered customer being ill or particularly vulnerable. The choice is the customers own, to suit their lifestyle.

The warden has a checklist with details of the customer and what type of visit is required and will record each contact when it takes place on a spreadsheet.

On average in the past 12 months, we conducted 143 welfare checks per week which equates to approximately 7,400 per year.

The breakdown is shown below:

Face to Face	112 per week
Phone	23 per week
Text	8 per week

Communal Facilities

Communal Rooms

There are four Retirement Life Communal Rooms two on Belle Isle Circus, Winrose Grove and at Broom Nook. These facilities are provided for the use and enjoyment of all Retirement Life customers including their invited guests.

Retirement Life staff actively encourage social activities within the communal rooms. The activities we currently have in place are going from strength to strength and we are looking to diversify further over the coming year. Wherever assistance is offered to those Retirement Life customers who wish to attend but require help to participate.

Where possible these activities are opened out to other older people living in the wider community and they are welcome to join in any activities taking place.

During the year we have provided a new cooker, air fryers, kettles, and griddles so that the residents can prepare food for themselves and others. We also promoted the communal lounges as a warm space in the winter months and encouraged residents to use these more.

Current Programme of Events

A current timetable of activities taking place is attached.

We actively encourage residents to use the communal facilities whether to attend an organised session or to just meet up with friends for a coffee.

Program of events – available on request.

Private Use

The private use of a communal room by a Retirement Life resident is acceptable for special occasions. Common requests include birthday parties and funeral services. If all Retirement Life residents are invited this is not regarded as private use.

Current Charges – available on request.

Laundry Facilities

Laundry facilities are in all communal rooms. The washers and driers are provided for Retirement Life customers use only but may be used on their behalf by relatives or carers.

Positive Outcomes

All Support plan reviews were completed in this period.

All Annual Tenancy Contacts were completed.

Newsletters were sent out to all residents including those who we do not have regular contact with; this ensures that all residents are kept up to date with any changes and what has been discussed at the quarterly Residents meetings.

Communal Room activities - we continue to follow our program, we are looking at changing things round as residents are wanting other activities such as play your cards right and open the box, so these will be put on the program. This will be done in consultation with residents.

Last summer to celebrate 80 years since VE day we held parties at Broom Nook and Belle Isle Circus, staff dressed up as land girls, the feedback received from residents was positive.

In December we held a Christmas party in the GATE there was a homemade Christmas lunch and entertainment, all who attended enjoyed this and are looking forward to another one this year. We organised a minibus from Trinity which enabled some residents who struggle with mobility to attend.

Following events, we send out a satisfaction survey, and the feedback was positive for both.

In March we had a spring party in both Broom Nook and Belle Isle Circus, feedback again was very good. The residents enjoy events taking place in their local communal rooms as it is easier to get to.

The next events were World Cup themed parties in June.

A picnic bench has been installed at Broom Nook as residents did not have anywhere to sit during good weather.

This year we have made a change to how we deliver the Retirement Life service. The service offer is the same, however we have changed how we deploy staff and shifted the focus to a team rather than an individual. What this means is that the wardens will rotate between the two schemes a month at a time. This will ensure that all residents are familiar with the team so that in the event of absence they will know the person who attends their property.

Additionally, sometimes a fresh pair of eyes and a different style and approach can draw out different information which can help us to support residents in their homes.

Initially some concerns were raised by residents and although we are still in the infancy of the changes there hasn’t been any negative feedback and we will continue to monitor and address any concerns if they occur.

This also ties in with the satisfaction survey carried out in 2023/24 amongst residents who wanted more consistency around the wardens when regular BITMO staff were absent.

We have started to do life stories with residents, so we can get to know them better and have a better insight into how they have lived, so far this has been welcomed by the residents. This is not compulsory. We also intend to feature residents in an edition of Bits & Pieces later in the year.

Some members of the Board expressed an interest in attending events and welcome meetings for Retirement Life. This has been a bit hit and miss depending on availability but is something we are hoping to build on.

The wardens supported several events organised by residents including a day trip to the seaside.

Resident Involvement

Residents' meetings are held on a quarterly basis, last year they took place on the following dates.

DATE	BROOM NOOK	26 BELLE ISLE CIRCUS
30th April 2025	11:00	09:30
16th July 2025	11:00	09:30
8th October 2025	11:00	09:30
14th January 2026	11:00	09:30

Attendance at the Residents meetings has improved slightly and we continue to look at ways to encourage residents to attend and have their say.

The key areas for discussion focus on tenant involvement, Safeguarding, Health & Safety and future events. These meetings give residents an opportunity to put their ideas and concerns forward.

In addition to the face-to-face meeting a newsletter is sent out to all Retirement Life residents.

Appendix 2 – Quarterly Newsletter January 2026.

Coming Up

- Planning for the Christmas Party
- Regular coffee mornings/drop ins with Dawn the Tenancy Support Coordinator
- TVs in 26 Belle Isle Circus and Broom Nook – these are for DVD and YouTube purposes only.
- Person Centred Fire Risk Assessments – a plan will be created for all residents and reviewed at least annually.
- The Retirement Life team and some volunteers will receive training on how to safely use wheelchairs to try and get more residents who are less mobile over to the communal facilities and join in the activities.
- Reintroducing a "Guest Speaker" at some of the Residents meetings.

Recommendations:

Board is requested to ACCEPT the report.

Notes:

Reports & Financial Statements 2025-26

BITMO

Board of Management Report

Meeting Date: 6th August 2026

Report Title: Reports & Financial Statements 2025-26

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 17th July 2025.

Recommendations:

Board are asked to Accept the report and any recommendations of the Committee.

Equality Diversity and Inclusion

There are no known EDI implications that need highlighting for the report.

Community Consultation

Spending plans need to reflect community need and draw from available community consultation where possible.

Financial implications

As reported in the paper.

Risk implications

As reported in the paper.

Links to Regulatory Framework:			
The Safety and Quality Standard	✓	The Tenancy Standard	
The Neighbourhood and Community Standard	✓	Transparency Influence and accountability standard	✓
The Tenant Satisfaction Measures Standard	✓		

7.1 Reports & Financial Statements

Draft Reports & Financial Statements for the Year Ended 31st March 2026 are separately enclosed.

Audit work on the accounts is not yet complete but no alterations have been notified thus far.

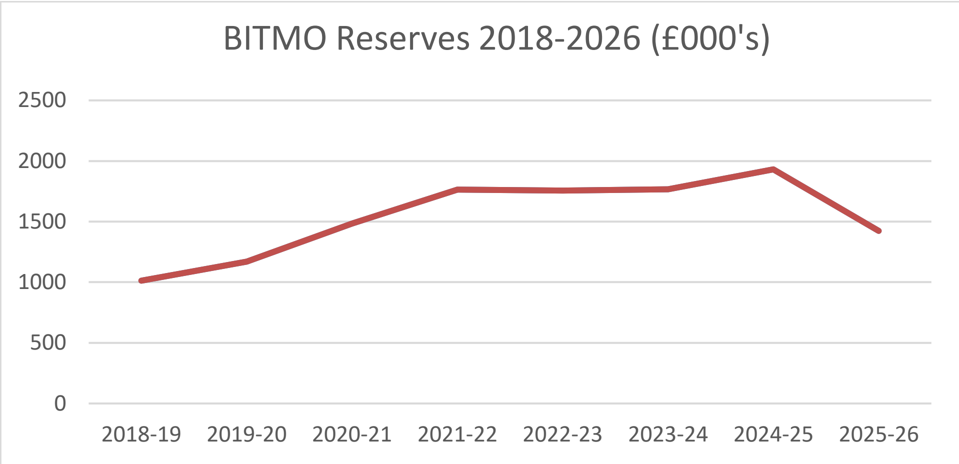
The documents include a Board Report which has been slightly amended since distribution to the Finance Committee on 23rd July 2026, to refer to homes rather than units of stock. Thanks to the feedback received thus far on the Draft Report. The report aims to summarise the challenges and achievements for the year as well as including plans to the future. It includes a statement of Board responsibilities as well as a review of how well equipped the organisation is to face future years.

The Income and Expenditure (I&E) account on page 26 details to overall income for the year (£3,986k) and the net result (a deficit of £507k). The majority of the deficit for the year relates to the contribution to home refurbishments on the estate, otherwise known as capital schemes. These amount to £354k (compared to £100k for the prior year). It is worth noting that previous years had seen reserves levels rise considerably – see below.

Contributions to home refurbishments have been conducted previously as a means of managing reserve levels.

Other figures within the I&E are heavily skewed by the inclusion of pension fund figures for the year and a more comprehendible payout of income and expenditure is given on the last page of the document – the explanatory Schedule to the Income and Expenditure account. These figures mirror the results of the Management Accounts detailed below.

The Balance Sheet details the assets and liabilities which reflect the levels of reserves held.



The balance sheet on page 27 comprises mainly bank balances, along with debtors (mainly amounts owed by LCC) and creditors (amounts owed to the main contractor and other suppliers).

The cash flow on page 28 indicates how the bank balances have changes during the year

Notes to the accounts give further explanation and breakdown of the figures that appear in the accounts and of the assumptions made on which the accounts are based.

7.2 Management Accounts 2025-26

The financial results included in the Financial Statements above are based upon and mirror the details within the Management Accounts below.

Management Accounts 2025-26

EXPENDITURE	Budget £	Actual £	Variance £	Notes
Responsive Repairs	1,527,087	1,781,008	(253,921)	1
Cyclical Maintenance	774,812	720,703	54,109	2
Total Repairs & Maintenance	**2,301,900**	**2,501,712**	**(199,812)**	
Community Development	319,587	307,535	12,051	3
Income and Tenancy	335,193	304,866	30,327	4
Tenancy Support	323,715	305,795	17,920	5
Retirement Life	117,817	122,204	(4,387)	6
Corporate Running Costs	210,281	186,089	24,192	7
Corporate Staffing Costs	419,776	400,074	19,703	8
Service Level Agreements	63,453	57,845	5,608	
TOTAL EXPENDITURE	**4,091,720**	**4,186,119**	**(94,399)**	
INCOME				
Management Fees and Other Income	3,993,463	4,032,528	39,065	9
OPERATING SURPLUS/(DEFICIT)	(98,257)	(153,591)	(55,334)	10
Contribution to Capital Schemes	(100,000)	(353,815)	(253,815)	11
(DEFICIT) AFTER CAPITAL CONTRIBUTION	(198,257)	(507,405)	(309,148)	

Notes:

1. Responsive repairs

Responsive Repairs budget is overspent by £254k mainly due to:

An increase in Main Contract prices of 9% from 30.9.26 as required by the contract. Only 4% was budgeted following a 4.1% increase in the prior year along with an 8.3% increase in 2023 as inflation peaked because of Covid.

A planned contribution of £85k from the proposed Handy Person's activities which did not materialise.

Planter costs of £25k agreed post budget.

An increased number of vacated properties during the year.
Note that repair costs include an amount of £12k for the upgrade of office lighting.

2. Cyclical Maintenance

The Cyclical Maintenance budget is underspent overall by £54k.
There were some savings on staff costs. A home (stock) condition post was budgeted but the work was successfully completed by a temporary worker. Some savings in Caretaker costs occurred as one post was temporarily vacant.

3. Community Development (GATE)

Community Development costs include Community Fund costs which had an underspend of £14k.

4. Income and Tenancy

Salary costs were less than budgeted (£32k) as the team was without a Financial Inclusion Officer for some time in order to cover maternity leave.

5. Tenancy Support

Underspend of £18k is mainly on payroll, because of some opting out of the pension scheme and a later than budgeted appointment of the Coordinator post.

6. Retirement Life Support

Retirement Life costs are over budget by £4k, due to an increased allocation of contract cleaning costs.

7. Corporate Running Cost

Corporate Running Cost budget is underspent by £24k. Savings were made in the upgrading of office lighting. Allocated insurance costs were less expected. Some savings were made in office alarm and equipment costs, print costs and phone costs. Unbudgeted Kitchen refurbishment costs of £11k were absorbed within the overall area budget.

8. Corporate Staffing Cost
There was an underspend of £20k is on payroll cost, including a £10k national insurance refund from government.

9. Income

Income overall was £39k more than budgeted. This is because plus Void Incentive payments of £19k and some £10k more bank interest than the budgeted amount as well as a brought forward grant from White Rose Forestry (£10k).

10. Results on Ordinary Activities

The variance against budget of £55k includes the following post budget agreed costs:

(i) Agreement of the Planter Maintenance Pilot project (£31k)
(ii) Alterations to the Community Kitchen facility (£11k)
(iii) Office refurbishment fees (£5k).

11. Contribution to Home Improvement (Capital) Schemes

The final contribution to Home Improvement (Capital) Schemes was £354k, compared to an original budget of £100k. Some £99k of this additional spend was due to a fire damaged property - most of which has been recouped in the current year.

A report on the Capital Scheme spend for the year was given at the last Board meeting and the detail is included in the Minutes below.

Conclusion

The audit of the draft Reports & Financial Statements 2025-26 is still ongoing. No amends have been notified thus far but may still be possible as the audit concludes.

It is proposed that the documents presented are put for acceptance by the Board on the basis that no significant changes will be made prior to audit sign off. Minor changes may be made as long as they do not materially affect the portrayal of results for the year.

If accepted by the Board on this basis, then the final Reports & Financial Statements for the Year Ended 31st March 2026 will be put before Shareholders for Adoption at the Annual General Meeting on 24th September 2026.

Recommendations:

Board is requested to ACCEPT the draft Reports & Financial Statements for the Year Ended 31st March 2026, on the basis that minor changes may be made by the auditors prior to presentation to Shareholders at the Annual General Meeting on 24th September 2026.

Notes:

8. Operations Committee Report

BITMO

Board of Management Report

Meeting Date: 6th August 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 25th June 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	✓		

The BITMO Operations Committee met on 25th June 2026 and the following are the conclusions and recommendations from that meeting:

8.1 LCC tenant Engagement

Mr Ian Montgommery outlined the work of the following within LCC:

(i) Tenant Voice Panel
Comprising some 440 tenants signed up for consultation for this forum. This helps Housing Leeds improve services. 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 Board
A panel of 12 tenants meeting every two weeks to examine particular areas of operation in detail and make recommendations to further enhance services.

It was agreed that close liaison on these matters would be highly beneficial and that Belle Isle tenants should be included in any call for volunteers to work in the engagement mechanisms above.

It was recognised that BITMO was establishing its own Scrutiny Panel and that this would be a separate enterprise but a regular exchange of ideas and findings was always a good idea. The intention of sharing reports was agreed.

Ian noted that BITMO volunteers (including Board members) would be welcome to take part in any training and support that is provided to those on the LCC Panel.

It was agreed that it would be beneficial for a BITMO Co-optee to sit on the LCC Tenant Scrutiny Panel.

It was suggested that the BITMO Operations Committee be renamed the Operations and Scrutiny Committee, to reflect its new scrutiny role.

Ian stated that he would be very happy to make further reports to the Committee in person going forward.

Recommendation:

Board is asked to:

(i) ACCEPT the report;
(ii) AGREE that the Operations Committee be renamed the Operations & Scrutiny Committee;
(iii) Discuss the possibility of a BITMO nominee sitting on the LCC Scrutiny Board.

8.2 Internal Audit Programme

Mr David Robinson of the specialist audit firm TIAA attended 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)

There would, in addition, 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.

It was noted that the Board Recruitment audit was erroneously included in the year one programme in the narrative Audit Plan, whereas in fact it was programmed to be in year two.

A query was raised as to whether some element of flexibility could be utilised in the plan – particularly in the area of Board recruitment. It was noted that some element of flexibility could be envisaged as long as it was required by Board and if work had not already started on the area in question.

A request was made for a 'Jargon Buster' document to ensure that all items in papers were understandable without specialist knowledge. Care would be taken to ensure that all detail was clearly explained in papers – even when they are externally generated.

A further query was raised about NFTMO Kitemark accreditation and whether BITMO could seek re-accreditation. It was noted that this would be looked into.

Recommendation:

Board is asked to ACCEPT the recommendation of the Committee to adopt the Internal Audit programme with some in-built flexibility on the part of BITMO to amend some of the later audits if necessary.

8.3 Performance Reporting

Committee reviewed the Quarter 1 results for the Tenant Perception Measures.

The Q1 figures were good overall, but the quarterly sample size was relatively small and so the potential margin of error could be up to 11%.

The question relating to complaints handling had a very marked increase in satisfaction – going from 35% for 2025-26 to 53% for the quarter to 30.6.26. Communal area cleanliness satisfaction rose form 73% to 90%. Satisfaction with the approach to anti-social behaviour rose from 57% to 79%.

Overall satisfaction for the quarter was 84% compared to 76% for 2025-26. Satisfaction that the landlord provides a home that is well maintained rose form 76% for 2025-26 to 86% for the quarter.

Committee considered that the results for Q1 were very encouraging.

When comparing these results to those of Leeds as a whole, there remained a clear distinction in that BITMO was consistently higher – significantly so in many cases. Overall satisfaction for LCC was 72% for the quarter compared to 84% for BITMO. This must however be seen in light of a differing potential margin of error – 11% for BITMO and 4% for LCC.

Comparison was made between comparator areas of Hunslet and Riverside and Middleton. Those comparisons were much closer to BITMO's results and the data indicated that those areas had made significant improvements in recent months.

Committee repeated a request to see future comparisons with Beeston and Holbeck. This was agreed.

Data was also produced to show a comparison of the results of BITMO for the last four quarters (including quarter 1 of 2026-27) against those of South Leeds in general.

In terms of overall satisfaction for the last 4 quarters, BITMO scored 76% whereas South Leeds had 73%. Other scores were fairly close but with BITMO ahead in each case. The average South Leeds scores had improved by up to 10%.

BITMO scores had improved well in comparison to the previous 4 quarters in terms of communal areas (+5% to 77%), neighbourhood contribution (+8% to 81%) and especially anti-social behaviour (ASB) where there was an increase of 13% to 64%.

The CEO noted that a programme of ASB Action Days seemed to be having an effect and that increased emphasis was also being placed on the Local Pride programme. It was suggested that The Brooms would be a good focus for forthcoming events.

Recommendation:

Board is asked to ACCEPT the conclusion of the Committee that performance was good overall, but with known challenges remaining.

8.4 Tenant Scrutiny Proposal

Proposed arrangements:

The Operations committee to 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 will cover a range of operational matters and scrutiny exercises.

Two scrutiny exercises to be carried out 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.

Committee and Board to maintain close alignment between LCC scrutiny activity and BITMO scrutiny activity.

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

Q: Has LCC got a mechanism that BITMO could adopt?

A: CEO has considerable knowledge of such procedures but any mechanisms that would be useful will be considered.

Recommendation:

Board is asked to:

(i) AGREE that the Operations Committee be the body which oversees Scrutiny work on behalf of the Board;
(ii) AGREE that at least 2 scrutiny exercise be undertaken per year;
(ii) AGREE the above mechanism for feeding work through the Committee,
(ii) RENAME the Operations Committee as the Operations and Scrutiny Committee.

Notes:

8.5 Board and Committee reporting structure

Proposed planned meeting structure going forward:

January						Finance Committee			
February		Operations Committee							Board
March									
April						Finance Committee			Board
May		Operations Committee							
June									Board
July						Finance Committee			
August		Operations Committee*							Board
September									AGM
October						Finance Committee			Board
November		Operations Committee							
December									Board
		4				4			6

*Operations Committee scheduled for August 2026 may need to be held in September due to planned holidays.

The new structure would slightly reduce the number of meetings but spread them out more evenly through the year.

The number of Board meetings would be reduced by one – that being the one normally held in early September. The preceding meeting falls in early August and that is seen as sufficient. The September meeting normally includes an update on the Annual General Meeting planning but this can be included in the August papers or information can be circulated separately if needed.

The aim was to ensure that the business and reporting of Committee and Board meetings dovetailed and any repetition minimised.

A request was made for better agenda constructions and a minimising of any presentations.

Some concern was raised that Board meetings might remain very tight in terms of time needed to get through the necessary business. It was agreed that some flexibility and time was needed to bed in the new arrangements.

Board business planner

	February	April	June	August	October	December
Theme	**Corporate priorities**	**Tenant engagement and outcomes**	**People Culture and governance**	**Risk Compliance and assurance**	**Assets investment and strategic planning**	**Governance and leadership**
Strategic question	***Are we financially sustainable and what are we going to deliver next year?***	***Are we making a difference for tenants?***	***Are we a well governed and inclusive organisation?***	***Are we safe, compliant and managing risk effectively ?***	***Are our homes fit for the future ?***	***Are we governing effectively?***
	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:

Board is asked to:

(i) AGREE the revised meetings structure going forward;
(ii) AGREE the business of Board and Committee meetings going forward.

Notes:

8.6 Any Other Business

Play Areas

Committee was invited to review a design for play equipment in the BITMO car park.

Various options were considered along with a quoted cost.

Committee had some concerns around cost and requested that further research be conducted and quotes gathered.

Recommendation:

Board is asked to NOTE the discussion.

Notes:

9. Finance Committee Report

BITMO

Board of Management Report

Meeting Date: 6th August 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 23rd July 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			

9.1 Revenue Accounts

It was reported that detailed management accounts for the year ended 31st March 2026 were still not available. Considerable work had been conducted to pull together the figures from the new accounting system because very few codes had been established. This meant that a lot of data

As at 15th July the anticipated deficit for the year 2025-26 was significant because of the contribution that BITMO had made to the Home Refurbishment (Capital) Schemes on the estate.

The Capital contribution of £354k is detailed in the Minutes of the last Board meeting (below).

Added to this would be a deficit of some £100k was expected on normal operating activities along with an expected spend of £36k on the Community Fund. The Fund was set up as a mechanism for drawing down reserves over a medium term.

The anticipated results was very much a provisional indication and work continued to finalise the figures.

The deficit of £136k (excluding the Capital contribution) included some new demands on the day-to-day repairs following on from the 9% inflationary increase to the main repairs contract, as well as some costs which had been agreed post budget – including the Planters costs, kitchen works and office redevelopment fees. The original budget also had a deficit, with some cost identified as a means of reserves reduction.

The anticipated result above would mean that reserves would reduce from the £1.9m reserves to some £1.4m. To some extent this had in effect brought the expected level of reserves down in advance of the planned capital contribution of £300k in 2026-27. This planned expenditure had since been reduced, for a variety of reasons, to £26.6k.

Further reductions in reserves were budgeted to take place in 2026-27 as addition spend had been earmarked as part of the excess reserve reduction plan.

Some concern was raised that the reduction in reserves had progressed too fast and that the plan did not give enough flexibility to deal with contingencies.

The Committee requested a review of some of the additional spend items to see where economies could be made. In particular it requested a further review of the office refurbishment costs. It was noted that the office refurbishment was seen as a means of improving front line services and could be spread over several years. It was also noted that savings in other areas were likely as some of the additional spend included in original budgets was not yet committed. Any savings would need to avoid any diminution of front line services, which is what the office refurbishment was aimed at enhancing through easier access and better service for customers .

9.2 Capital Accounts

Capital spend for 2025-26 was discussed – see Minutes below for the breakdown of the £354k excess spend over budget which has been charged to BITMO reserves.

It was noted that this has had a material effect on overall reserves (a reduction of some 18%), although it was also noted that a maximum £300k contribution had been budgeted for 2026-27 but that this had now been reduced to £26.5k.

It was brought to the attention of the Committee that there were now four properties which require a considerable amount of investment (over £365k). These would normally be funded via the LCC funded Capital Programme, but the budget for the current year was very much committed. It was agreed that the works should be done as quickly as possible, albeit it was unlikely to be within the current financial year.

Recommendation:

Board is asked to

(i) ACCEPT the above report;

(ii) AGREE the potential delay of the four major void capital refurbishments detailed above until 2027-28. If it is found that any can be accomplished within 2026-27 then that work could commence as long as the overall budget is not exceeded. The exception to this would be if one property had to be completed immediately for statutory reasons.

(iii) REVIEW the office refurbishment position.

Notes

10. Board forward plan

BITMO

Board of Management Report

Meeting Date: **6th August 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	✓		

10.1 Board meetings

(i) Meetings schedule

A revised meetings schedule is detailed above in the Operations Committee report. The proposed date of the next Board meeting is Thursday 15th October. Dates for the remainder of the year will be agreed at that meeting.

(ii) Agenda items

Revised agenda items are detailed above in the Operations Committee report.

(iii) Board Member Bitesize Learning Sessions

Recent packed agendas have meant that these sessions have been squeezed out because of time constraints . Concerns have also been raised about the amount of business in the new proposed arrangements. Board is therefore asked to consider whether some flexibility is required and for some sessions to be presented at Committee meetings.

Historic topics have included:

- Being a Board member
- Gate development and impact
- Board members as community leaders
- Repairs, maintenance and investment in homes
- Rent collection and support
- How we let properties
- Community development opportunities

Finance sessions can also be delivered during the Finance Committee meetings.

10.2 Annual General Meeting

The meeting will take place in the GATE on 24th September 2026 at 6pm.

It will be preceded by musical entertainment.

At every AGM a minimum of one third of Board members must step down. It should be noted that Board members stepping down are free to stand for re-election through the regular nomination process should they wish to do so. The table below illustrates which of the current Tenant Board members must step down at the 2026 AGM (and who may stand for re-elections).

Board member		Last elected to Board		Step down or remain
Harry Austin		September 2025		
Stephen Brockley		September 2025		
Trevor Brown		September 2024		To Stand Down and possible re-election
Jean Burton		September 2024		To Stand Down – will not stand for re-election
John Newbould		September 2025		
Emma Walkley		September 2025		
Angela Weglarska		September 2025		
Kate Youngs		September 2025		

As only two members are due to stand down then there needs to be one further person standing down (and for possible re-election). If anyone feels that they would accept doing this the please let Peter Olver know. If there are several volunteers then it is proposed that the name will be drawn by lot. If there are no volunteers then a name will be drawn by lot.

Four additional spaces will be vacant for potential new members. There have been several expressions of interest and fifteen new shareholders were signed up at the Gala on 4th July.

Initial AGM invitation papers, including a call for nominations, will be sent to shareholders on 21st August 2026 (deadline 27th August). Nominations for candidates should be received by 4pm on Friday 4th September 2026. A second letter to shareholders will be sent on 10th September will candidate information.

All co-opted Board members must also step down at the AGM and seek reappointment at the first Board meeting after the AGM (provisionally 15th October 2026). These co-opted Board members presently include Margaret Brown, Ashley Knowles and Paul Truswell. In addition, BITMO has two co-opted local authority delegates, Councillors Wayne Dixon and Emma Pogson-Golden who, subject to confirmation by the Board, will remain on the Board.

If there are contested tenant shareholder elections, then there will need to be a secret ballot of shareholders present. The process has previously been validated by Leeds CC Internal Audit team.

Recommendation

Board members are asked to:

(i) discuss and ACCEPT the above forward plan, including the AGM – and
(ii) to notify Peter Olver of any willingness to VOLUNTEER to step down and stand for possible re-election.

Notes

11. Any Other Business

None as at 30.7.26

Notes

Date of next meetings:

Operations	**17.09.26**
Finance Committee	**Oct 26**
Board	**15.10.26**

APPENDIX 1

BOARD MINUTES

BELLE ISLE TMO
FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 4th June 2026

Present:
Harry Austin
Jean Burton
Trevor Brown
Katie Youngs
Cllr Wayne Dixon
Emma Walkley
John Oddy
John Newbould
Stephen Brockley
Paul Truswell
Cllr Emma Pogson Golden

In Attendance:
Deborah Kelly (Chief Executive Officer)
Peter Olver (Head of Governance & Finance)
Curtis Jenner (Head of Maintenance & Repair)
Peter Sutton (Community Development Manager)
Lesley Fothergill (Lettings & Tenancy Support Manager)
Karen Hoole (Governance & Admin Support Officer)
Ms Brooke Asquith
Sgt Tim Moreton-Wiltshire (West Yorkshire Police)

PART A – Public Agenda Items

Apologies

Margaret Brown

Questions from the Public

Issues raised by Board Members for the Agenda

Board Member Kate Youngs brought the following items to the organisation's attention:-

Leeds Street Charter – details of the scheme were passed around at the meeting. The scheme is to make people aware of disabilities such as people with sight impairments and disabilities and the elderly and the importance of keeping pavements and communal areas clear for safety and access purposes. It was highlighted that resident had visited the office recently asking about the scheme and had provided a list of places that were not accessible for disabled people. A Board member reported that there were also problems with uneven pavements being a risk to safety for people who were disabled or elderly. This will be investigated with a view to adding the information to the website and incorporating it into the forthcoming Local Pride inspections.

Anti-Social behaviour issues. A Board member reported some incidences of ASB with local children trespassing in peoples' gardens and causing ASB issues. She advised that there were also some fences broken. Residents had informed her that they had not reported this as they felt that nothing would be done. The Board member contacted the Police who have now been liaising with residents. They have advised the residents to report all incidences of ASB. Sgt Moreton-Wheeler from the Local Policing Team advised that the planned house to house door knocks and leaflet drops are really good. He said that people also need to be educated to respect other people and the effect of ASB on them. He informed the meeting that one of the things that can be issued is community protection notices that can have impact the tenancies of the offenders and their families. This could aid in getting parents to take responsibility for their children's actions. He also highlighted the problems with off ride bikes. He advised that Police training on suitable vehicles to pursue the bikes on and off road is underway.

Youth work and working with partnership organisations was discussed – a Board member asked if there was the possibility of running an e café to interest youths and get them off the steps of the BITMO building. It was the general feeling that facilities in the area such as the Youth Hub are being underutilised. The CEO advised that there will be further discussions on this and a list of events in the area will be compiled to investigate whether BITMO can promote these.

Challenging a diversity blame culture – A Board member informed the meeting that concern had been raised by some people that people of ethnic diversity/trans and LGBQT people were feeling under threat and felt that it would be good for BITMO to do more work around including these people to make them feel safer, part of the community and more involved.

Presentations

20 Year Service Award
The Board congratulated Lesley Fothergill her on her hard work for the organisation during the last 20 years and the work that she continues to do. The CEO shared that Lesley was an incredibly important member of the team and was presented with a 20 year award gift. Lesley thanked the Board and said she looked forward to the next 20 years!

Local Police Update
Sgt Moreton-Wiltshire of West Yorkshire Police attended the meeting to provide an update on ASB and crime and how they support us in the area. The Board gave a vote of thanks for his attendance. This item was addressed under 'Issues raised by Board members for the Agenda'.

Introduction of potential Lift Off Trustee
The Head of Governance & Finance introduced a potential Lift Off Trustee, Ms Brooke Asquith who has put herself forward as a trustee. She advised she was born and raised in Middleton and lived in Belle Isle and currently works in HR for a local charity. She says she is passionate about working with vulnerable people. PO said more details will be available in Confidential Items – Part B.

1. Board Declarations

1.1 Declarations of Interest

Board members were asked to declare personal interests outside of the organisation on items on the agenda.

1.2 Declaration of Understanding

Board members were asked to confirm that they have read the BITMO Board papers for the meeting held on 4th June 2026. They were 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:

The Board were asked to make any declarations as required.

No declarations were made by those Board members present at the meeting.

2. Minutes and Matters Arising

The minutes of the meeting held on 2nd April 2026 were approved.

Matters Arising from the meeting held on 2nd April 2026 were as follows:-

Matters Arising
Revised draft lease issued to Fruitworks has now been signed but there are still issues with the water supply as Yorkshire Water failed to attend. They have apologised and offered £40.00 compensation.
Signage - Peter Sutton advised that he would like Mears to do the work on the signage due to complications with involving too many contractors. He advised that there will not be a sign on Broom Place anymore but there will be a sign on Broom Cross.
The play structure at the swamp has been dismantled and been taken away to contractors for rebuilding and respraying. The contactors have advised that they are confident they will have the work done by the end of July. Residents are organising fun day on the Swam for early August.
Share planned works and customer service survey findings via tenant communications. This will be shared with tenants shortly.
Last few Board appraisals to do preparatory work and will follow shortly
Develop Board training plans and EDI training. Currently progressing.
Communications Plan and website improvements. This will be brought to the next Board meeting in August.
TIAA audit proposal. TIAA invited to Operations Committee meeting on 25th June. Not responded to date but will invite to the next Operations Committee.

Recommendation:

The Board were asked to Approve the minutes and discuss any matters arising.

Approved.

3. Operational Report

The Chief Executive Officer presented the Operational Report. She highlighted the following from the report.

Office refurbishment

Staff engagement has commenced and meetings with NPS have taken place to confirm BITMO's intention to commence with the required agreed work.

The construction work is planned for commencement in 2027 and that the work should be completed within 12 months.

Investors in People (IiP)

The process of gaining IiP accreditation will begin in October 2026.

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

1. Creating a clear vision
2. Managing performance
3. Continuous improvement

A IiP working group of a cross section of staff has been established and work is ongoing to improve our workforce in relation to the IiP Framework.

In preparation for this a review of the organisation's values is being undertaken. Amendments to the values were presented at the meeting and changes suggested. This will be brought back to future Board meeting for discussion with suggested revisions.

Modular Management Agreement

The CEO updated the Board on a meeting earlier today with LCC to discuss the MMA. She reported that LCC had met with their solicitors to discuss the areas delegated to BITMO. One of the areas of concern was a test of competence but that does not apply to BITMO as the organisation has already passed the test.

At a meeting in March of the Modular Management (MMA) working group five potential areas to amend were discussed as follows:-

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

Service Standards

The Chief Executive Officer provided a progress report on the work being undertaken on Service Standards.

It was agreed that BITMO will adopt LCC's service standards as a minimum. There are some issues around reporting against some of the standards due to out IT. The CEO advised that we will adopt whatever LCC advise to report on standards.

The Board were asked to comment on the organisation's current service standards.

Once the complete set of service standards is approved by Board these will be published on the website.

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

A Board member suggested that we be more explicit in the wording for dealing with Fencing requests to say that 'in the majority of cases fencing is the tenant's responsibility'.

Board Strategy Away Day 2026

Board Members are asked to consider arrangements for the annual Strategy Away Day.

A suggestion was made to contact the Belle Isle Working Men's Club to investigate costs and availability once a date has been agreed with catering sourced locally.

Board Members were invited to provide feedback on their preferences so that arrangements and an agenda can be formulated. It was suggested that it be scheduled after the new Board is in place after the AGM in September.

Review of annual plan

At the Board meeting in August 2025, the board agreed a number of priorities that aligned to BITMO's current and new values.

Funding from reserves was put in place to boost expenditure in the areas identified by the Board. The CEO delivered a progress report against the agreed priorities.

Recommendation:

The Board were requested to:

(i) Discuss and Accept the Report

Accepted

(ii) Approve the Service Standards presented

Approved

(iii) Approve the Revision of BITMO values presented

This will be submitted at a future Board meeting for approval pending changes

(iv) Consider arrangements for the Annual Strategy Day 2026 and provide appropriate guidance

Belle Isle WMC to be approached for availability following the AGM in September

4. Operations Committee Report

4.1 Performance reporting

4.1.1 Tenant Satisfaction Measures

The Head of Governance & Finance advised that an update of the results for the year to 31st March 2026 were reported at the last meeting. He advised that sample surveys are conducted halfway through each quarter and so are available before other key performance indicators. He highlighted the following:-

- BITMO continues to be ahead of our 70% target in the majority of areas of operation.
- Complaints handling has been reviewed recently and some changes have been made to the complaints process.
- The Operations Committee reviewed the Supplementary Management Information Measures and a summary of process steps for gas compliance visits will be supplied at the next Operations Committee meeting.
- Electrical compliance has improved significantly to 92%
- LBS certify the communal area fire alarms – this is 3/5ths complete
- 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.
- There was an increase in average staff absence from 6 to 13 days, due to longer term illness

Recommendation:

The Board were asked to Accept the Report from the Committee and raise any queries.

Accepted

5. Finance Committee Report

5.1 Revenue Management Accounts

The Head of Governance & Finance reported that there had been some delays in producing management accounts for the year to 31st March 2026, due to problems relating to the new Dynamics accounting system.

He advised that indications from data taken on 12th May is that there was a deficit for the year on normal operating activities of some £88k, before taking into account the contribution to capital schemes. There has been increasing pressure on the repairs budget due to inflation on the main contract with increased repair jobs being received. Work is ongoing to provide certainty on the outcome.

An initial overall results draft summary, including capital contribution was presented below.

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 Head of Governance & Finance advised that figures at that stage were very provisional and work is ongoing to clarify the position.

5.2 Capital Accounts 2025-26

The Head of Governance & Finance presented the detailed Capital Accounts spend to 31st March 2026. He highlighted that since the budget was presented to the Board the Management Allowance from Leeds City Council has been revised and confirmed from £3,915k to £3,924k.

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 Remedia	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)**	

At the Finance Committee held on 12th March expected spend was reported as 113% of the budget of £1.6m. Unexpected spend may occur before the end of the financial year. The Board had previously agreed that any overspend should be taken from Reserves. Some unexpected costs have been incurred resulting in an overspend on the original budget.

It has been reported previously that the reduction in Reserves would be in the region of £313k but the actual figure is showing at £353k.

5.3 BITMO Reserves

5.3.1 Revenue Budgets 2026-27

Draft budgets for the year ending 31st March 2027 were presented to the Finance Committee in January 2026 with final budgets presented on in March 2026. He highlighted that since the budget was presented to the Board the Management Allowance from Leeds City Council has been revised and confirmed from £3,915k to £3,924k. He advised that 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 significant for BITMO's ability to fund its obligations.

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)

The revenue budget for 2026-27 therefore indicates 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).

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.

Recommendation:

The Finance Committee report be Accepted.

Accepted

The BITMO contribution the Capital Schemes be reduced from £250k to £100k, by means of the options detailed in the report.

Approved

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 in the report where more cost effective means of carrying out the work have been identified.

Approved

6. Board Forward Plan

A schedule of meetings and agenda items for the 2026 to 2027 Governance year was presented to the Board as follows:- .

Board meetings and agenda items

Date	Headline Report	Discussion topic	Area for Scrutiny and approval (not including standing items)
October 16th	Urgent matters, Correspondence, Estate issues and Tenant feedback	Long Service Awards and Community Development Strategy	Board elections
December 4th		Corporate Strategy	Safeguarding Complaints Finance / Ops Committees Anti-Social Behaviour (presented prior)
January		No Meeting	N/A
Feb 5th 2026		Police matters	Budget preparation (Via Fin Comm) Repairs KPI's (via Ops Comm)
April 2nd		Financial Inclusion	Budgets Review of Tenant Engagement Complaints (in Feb reports) Safeguarding (in Feb reports)
June 4th		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 6th		To be set by Board	Statutory Accounts Key Performance Indicators (via Ops Comm) Health & Safety report Safeguarding – verbal update Anti-Social Behaviour
September 3rd		To be set by Board	AGM Complaints Safeguarding Repairs GATE programme
September 24th			2026 Annual General Meeting (AGM)

Board members were advised that Bitesize learning sessions are scheduled as follows:-

(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 were asked to discuss, Note and Accept the Board Forward Plan

Noted and Accepted

11. Any Other Business

There was no other business.

Date of Next Meeting: Thursday 6th August 2026 @ 6.00pm

APPENDIX 2

RETIREMENT LIFE NEWSLETTER

JANUARY 2026

Thank you to all who attended the Residents Meetings on Wednesday 8th April 2026.

From the Agenda we had discussions around:

REPAIRS & MAINTENANCE

26 Belle Isle Circus – 39 Winrose drive - Ceiling to be filled in. 16 Belle Isle Circus – Plant to be dug out and removed.

Washer is leaking in 26 this has been reported.

Broom Nook – Wall that appears to have bowed to be looked at – Living room light switch to be checked. Outside door lights to be looked at and have Dusk to Dawn lights installed (This was discussed and a program will be put into place; I will keep you all updated when I get a time scale for this).

Outside picnic bench – I have spoken with Peter Olver over this, Peter will look into this, again I will update you soon as I have updates.

All the above has been raised and I will provide updates as soon as possible.

UPDATE ON DIGITAL AND THE GATE

Tracey discussed the digital session what can be done and how you need to book to have this to get online support. IT session can help with many things, such as applying for a bus pass, completing benefit forms, or report something to the police, they do have a police portal you can report things on this portal.

The April program for the GATE was handed out and left to be put up in the centres.

Every month from 1st July there will be the hearing group at the GATE, you can bring you hearing aids up and have these repaired this will be monthly 10am till 11:30am, poster has been put up and handed out.

Tracey told us how they are trying to work closely with GPs to gain a strong partnership within the area, this is so the GATE can help provide support with prescriptions and appointments, we will keep you all updated on this as and when we get information.

The zebra crossing, Tracey explained that we are still getting signatures and Tracey will chase this up and see what is happing, however we need to look at the number of signatures we have received so far and see what the council are expecting before reviewing this.

New started Shannon is now working in the GATE (Cost of living officer) should you need help or support with any bills please contact us and we can see if Shannon can help with this.

Tracey is going to see why the path around the circus has not been done yet, we will update soon as we have information about this.

ACTIVITIES

As you will be aware the wardens will now be doing 4 weekly rounds on each patch, this is so all residents get to know the wardens and vice versa, wardens will know you all better and be able to spot when thing may not be right.

All activity planners will be put up in each club so you will all be aware of the new timetables and your wardens will keep you updated on these.

If there are activities you would like to see, please do let us know so we can look at putting this in place. We are waiting for the TV for Broom Nook to be PAT tested then this will be put up in the centre.

PCSO's Jonathan Swales attended Broom Nook, he apologised for not been able to attend 26 Centre.

Jonathan reported the crime rate for West Yorkshire has dropped but did say due to better weather they do think this will rise again, residents had noticed bins have been going missing, Jonathan explained that there has been an arrest for the stolen bins.

It was reported to PCSO about possible drug exchanges on West Grange Drive, this has been noted and will be passed to West Yorkshire Police to monitor this area.

EVENTS

We will be holding world cup football event in each communal area these will be held on 23rd of June at 1pm in 26 Centre and 25th July at 1pm at Broom Nook, there will be a cost for this at £3 per person, invitations will be sent out nearer the time and more details.

A reminder that the Summer Gala will be on the 4th July on Coopers field, everyone is welcome, should you want a stall a form from the GATE will need to be completed and returned with your money of £10 per stall.

More details will be sent out nearer the time.

Our next event will be held in September, please let us know of any ideas you have for this event.

7th May Broom Nook will be the polling station.

The next meeting will be Wednesday 1st July 2026 - reminders will be sent nearer the time.

Remember you don't have to wait for the next meeting – if you have any concerns, issues or questions please just speak to the team…

APPENDIX 3

RISK REGISTER

2026

				RISKS							RISK MANAGEMENT						
			RISK IDENTIFIED	IMPACT ANALYSIS							CURRENT RISK MANAGEMENT STRATEGY	MONITORING RESPONSIBILITY	EFFECTIVENESS				
				Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob	Gross Risk			Strength	Further Action Required		Risk Owner & Timetable	Net Risk
	BUSINESS PLAN OBJECTIVE																
1	Build tenant control	Governance	Poor governance raises concerns about decision making, compliance with MMA and ultimately	H	H	L	M	H	6	H	Review of Board and committee arrangments, improved reporting, governance review	HGAF	M	Further governance review in 2026	6	CEO	M
2	Build tenant control	Governance	If meetings are not quorate board are unable to make decisions	H	H	H	M	H	6	H	Company rules, Scheme of delegation, attendance reported at Board , hybrid metings allow maximum attendance	HGAF	M	Board succession plan	6	CEO	M
3	Build tenant control	Governance	If decisions are not made in line with the MMA or company rules the credibility of the	M	M	M	L	M	2	L	Company rules, Scheme of delegation, SLAs with legal advisors, compliance with LCC policies, LCC PMF and audit arrangements	CEO	H	None	1	CEO	L
4	Build tenant control	Governance	Poor succession planning means inadequate board skills leading to poor	H	H	M	M	H	6	H	We have a number of vacancies currently	HGAF	L	Successful recruitment and induction of board members	9	HGAF	H
5	Build tenant control	Governance	Failure to meet statutory and contractual responsibilities places the organisation at risk of censure by LCC and breach of MMA and poor	H	H	H	L	H	3	M	Company rules, Scheme of delegation, SLAs with legal advisors, compliance with LCC policies, LCC PMF and audit arrangements	CEO	M	Consideration of delegations within MMA	4	CEO	L
6	Build tenant control	Operational management	Failure to manage information within legal requirements will expose the organisation to	H	H	L	L	H	3	M	Data protection policy and assurance reporting in place. Policy and procedures last updated November 2023	HGAF	H	Ongoing staff training in information governance	2	HGAF	L
7	Build tenant control	Operational management	IT security may be threatened by virus, security breach, loss of availability of systems,	H	M	H	L	H	3	M	Firewall, LCC back up systems	LCC	H	None	2	LCC	L
8	Build tenant control	Operational management	Interruption of service delivery as a result of force majeure	H	L	H	L	H	3	M	Business continuity policy in place, remote working available, manual workarounds	CEO	H	None	2		L
9	Build tenant control	Finance	Reduction in management fee leaves the organisation unviable	H	L	H	H	H	9	H	Consultation with CCH by which full understanding of principles underpinning financial arrangement for TMOs is developed	HGAF	H	Dialogue concluded and management allowance agreed for 3 years. Achieve savings	3	CEO	L
10	Build tenant control	Finance	Failure to comply with rules standing orders and procurement rules exposes the organisation	H	H	H	L	H	3	M	QA arrangements within BITMO and LCC	HGAF	H	None	2	CEO	L

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				Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob	Gross Risk			Strength	Further Action Required		Risk Owner & Timetable	Net Risk
11	Build tenant control	Finance	Failure to achieve a balanced budget leads to an adverse audit opinion	H	L	M	L	H	3	M	Prudent budgeting, monthly financial control meetings, FMS reporting, Planned savings	HGAF	M	Implement savings	4	HGAF	L
12	Build tenant control	Financial management	Fraud or making payments outside scheme of delegation exposes the organisation to censure, contractual action, and	H	H	L	L	H	3	M	anti fraud policy/anti money laundering policies, standing orders, financial procedures, segregation of duties, internal and external audit	HGAF	H	None	2		L
13	Build tenant control	Financial management	Poor financial management, failure to make savings, will have	H	H	H	L	H	3	M	Financial procedures, monthly bank reconciliation, audit	HGAF	H	Make savings	2		L
14	Build tenant control	Financial management	Contractor insolvency would place continuity at significant risk	H	L	H	L	H	3	M	LCC procurement, Fusion 21 framework provides contingency in the event of contractor insolvency	HOR	H	none	2		L
15	Build tenant control	Financial management	Crystalisation of pension liability would be unaffordable for the	H	L	L	L	H	3	M	Pension guarantee provided by LCC confirmed annually,, tiennial actuarial valuations, arrangements reviwed by auditors annuallly	HGAF	H	None	2		L
16	Build tenant control	Operational management	Poor health and safety management leads to staff injury	H	H	H	L	H	3	M	Annual individual risk assessments, lone worker arrangements, regular staff briefings	CEO	H	None	2	CEO	L
17	Build tenant control	Operational management	Poor health and safety management leads to exHGAFsure in the event	H	H	M	L	H	3	M	Annual individual risk assessments, lone worker arrangements, regular staff briefings	CEO	H	None	2	CEO	L
18	Build tenant control	Operational management	Poor staff engagement leads to absence, poor performance and individual and group antipathy creating a negative work place	H	L	H	L	H	3	M	Staff satisfaction survey, regular one to ones, change and communication policy, staff handbook, capable team managers, regular briefings and training	CEO	H	None	2	CEO	L
19	Help people to live well	Operational management	If we don't achieve our performance targets we will be failing our customers and LCC	H	M	H	L	H	3	M	SOPs, that are based on LEAN principles of simplification and continuous improvement staff training, one to ones and QA processes	CEO	M	Further develop SOPs and QA processes	4	CEO	L

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				Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob	Gross Risk			Strength	Further Action Required		Risk Owner & Timetable	Net Risk
20	Help people to live well	Operational management	Failure to improve our technology capabilities, and eliminate shadow technologies will limit our ability to deliver excellent services ,achieve performance goals and evidence compliance with the consumer standards and it will lead to	M	L	M	M	M	4	L	LCC KIM strategy	CEO	H	Commitment to support LCC in improving technology capabilties	1	CEO	L
21	Help people to live well	Partnerships	An inability to develop and manage strategic third party relationships will have an impact on delivery of community initiatives	M	M	M	L	M	2	L	Partnership register, partnership communications, partnership meetings	CEO	H	None	1	CEO	L
22	Help people to live well	Regulation	Inadequacy of SOPS leaves the organisation at risk of maladministration	H	L	H	M	H	6	H	SOPS in place for retirement life, front line service, rents team, ASB	CEO	H	SOPs needed for compliance, tenancy support, permissions and to be supported by QA arrangements	3	CEO	L
23	Help people to live well	Regulation	Failure of staff to comply with SOPs leaves organisation at risk of	H	H	H	L	H	3	M	SOPs in place, staff briefings, regular one to ones, QA arrangements	CEO	H	QA arrangements to be embedded	2	CEO	L
24	Help people to live well	Regulatory framework	Risk identified -poor compliance with consumer standards	H	H	M	L	H	3	M	Partnership working with LCC, self assessment, improvement plan in place	CEO	M	Performance Management Systems being reviewed through quality assurance project and additonal staff in tenancy supHGAFrt and estate services	4	CEO	L
25	Help people to live well	Stock	Failure to comply with policies and procedures around compliance exposes organisation to risk of fire or explosion against which it has	H	H	H	L	H	3	M	Income Manager Ps in place, staff briefings, regular one to ones, QA arrangements	HOR	H	QA arrangements to be embedded	2	CEO	L
26	Help people to live well	Stock	Inadequate planned investment planning leads to ineffective investment	H	H	H	L	H	3	M	comprehensive stock condition data, five year plan and governance arrangements	HOR	M	Asset management plan to be approved by LCC and Board	4	CEO	L
27	Help people to live well	Operational management	Poor customer service leads to complaints	M	H	H	M	H	6	H	Customer service training, learning from complaints, SOPs and QA arrangements minimise incidents of customer dissatisfaction	CEO	H	QA arrangements to be embedded	3	CEO	L

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				Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob	Gross Risk			Strength	Further Action Required		Risk Owner & Timetable	Net Risk
28	Help people to live well	Operational management	Risk identified - increase in current tenant arrears	M	H	M	L	H	3	M	Comprehensive HGAFlicy and Procedure, full set of PI's to officer level, FIO role, 1-2-1's and regular reporting at BMT and Board	Income Manager	H	None	2	Income Manager	L
29	Help people to live well	Operational management	Risk identified - increase in former tenant debt	M	L	L	M	M	4	M	Comprehensive Policy and Procedure, stringent arrangements via para legal prior to tenancy termination current collection carried out by LCC, no performance reporting back to BITMO.	LCC	M	None	4	Income Manager	L
30	Help people to live well	Poor perception of BITMO managed properties	Risk identified - Poor quality accommodation	M	H	M	L	H	3	M	Decent homes standard, void standards, tenant satisfaction survey, investment programme, stock condition data	Head of Repairs	M	5 year investment programme	4	HOR	L
31	Help people to live well	Poor perception of BITMO managed properties	Risk identified - increasing customer expectations	M	H	M	M	H	6	H	Satisfaction surveys annually, customer panels, ATC	Head of Repairs	M	Monitor customer satisfaction.	6	HOR	M
32	Help people to live well	Poor perception of the Belle Isle estate	Risk identified - estate appearance	M	H	H	M	H	6	H	Local service delivery by caretaking team, Local Pride, Estate Inspection Policy and Procedure	Head of Repairs	M	KPIs for estate management, inspection schedule, role of estate services planner	6	HOR	M
33	Help people to live well	Reputation, brand loyalty	Risk identified - over 50% of our custoemrs didn't vote in the 2024 ballot. An inability to successfully promote the organisaiton and achieve higher turnout could have an	H	M	M	L	H	3	M	Community Engagement activity, promotion via social media, use of Voicescape to send regular messages about BITMO, promotion of positive TSM scores	CEO	H	Voicescape survey of voting barriers	2	CEO	L

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				Significance	Image	Service delivery	Probability	Highest Risk	Risk x Prob	Gross Risk			Strength	Further Action Required		Risk Owner & Timetable	Net Risk
34	Help people to live well	Operational management	Slip trip fall hazards on the estate present a risk of personal injury to public and staff and legal and financial liability for BITMO	M	M	L	L	M	2	L	Green pace and footpath inspection plan, grounds maintenace contract specification	Head of Repairs	M	Improve monitoring systems	2	HOR	L
35	Help people to live well	Operational Management	Failure to comply with legal and regulatory requirements and performance standards in dealing with ASB, Harassment & Hate Crime	M	M	M	L	M	2	L	(1) Policies, procedures and monitoring systems in place (2) Specialist staff are trained & experienced in managing tenancy issues (3) Strong links with HGAFlice, and LASBT	Tenancy Support Manager	M	Develop KPIs QA & improve monitoring systems	2	Tenancy Support Manager	L
36	Help people to live well	Operational Management	Under reporting of hate crime incidents	M	L	M	H	M	6	M	Monitoring of reporting of these types of incident is in place	Community Safety and Engagement Manager	M	(1) Work with community to promote our service understanding of hate crime	4	LF	L
37	Help people. to live well	Financial viability	Risk identified - Stock loss through RTB	M	L	L	M	M	4	M	Buyback approach, working with LCC to highlight buyback opportunities	CEO	M	None	4	CEO	L
38	Help people to live well	Operational management	Risk identified - Housing fraud that is not identfied and dealt with	M	L	L	M	M	4	M	Effective pre tenancy work, post tenancy visits, fraud specialists in team, close management of tenancy changes	Income Manager	H	Increase number of people equipped to deal with fraud referrals.	2	Income Manager	L
39	Invest in people's homes	Financial viability	void relet times and voids impacts on performance bonus	M	M	M	M	M	4	M	weekly void meeting, clear targets, compliance with the SOP	Head of Repairs	M	Improve focus within repairs to reduce time in repairs.	4	HOR	L
40	Invest in people's homes	Stock	Risk identified - inadequate investment availability	H	H	H	L	H	3	M	Prudent budgeting, monthly financial control meetings, FMS reporting, vfm procurement	CEO	M	Continuous delivery of VFM, cost reduction and tenant recharges to minimise unneccesary expenditure.	4	CEO	L
41	Invest in people's homes	Stock	Risk identified - poor property information database	M	L	M	M	M	4	M	Database audit, stock condition survey programme	Head of Repairs	M	Need to ensure ongoing survey programme as BAU.	4	HOR	L
42	Invest in people's homes	Stock	Risk identified - maintenance and replacement of adaptations	M	M	L	M	M	4	M	Adaptations identified in stock condition surveys and void inspections.	Head of Repairs	M	Age of adaptations to be included in stock data and replacements costed	4	HOR	L
43	Invest in people's homes	Stock	Risk identified-non compliance with legislation over works to leaseholders homes	M	L	L	M	M	4	M	Bi -annual leaseholder meeting	Head of Repairs	M	Improved liaison with Property Services Team	4	HOR	L

		RISKS									RISK MANAGEMENT						
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44	Help people to live well	Operational management	Risk identified - applicant fraud	L	M	L	L	M	2	L	Lettings P&P, Suspension policy, robust sign up procedure, QA arrangements	Tenancy Support Manager	H	None	1	Tenancy Support Manager	L
45	Help people to live well	community and resident involvement	Risk identified-failure to develop comprehensive customer intelligence	M	L	M	M	M	4	M	Increased tenant involvement activity, use of FIO to target engagement to hard to reach individuals	LCC	M	Liaison with LCC	4	CEO	L
46	Help people to live well	community and resident involvement	Risk identified-failure to engage with least empowered groups in community	H	M	M	L	H	3	M	Resident Involvement Improvement activities, winter warmth, FIO service, community fund, At risk tenancy meetings, gas cap process, tenancy support arrangements	Community Development Manager	H	None	2	Comm Dev Manager	L
47	Help people to live well	Reputation brand and loyalty	the financial challenges created as a result of cuts in benefits will impact significantly on the ability of our tenants to live well.	M	L	L	H	M	6	H	Resident Involvement Improvement activities, winter warmth, FIO service, community fund, At risk tenancy meetings, gas cap process, tenancy support arrangements	Community Development Manager	H	None	3	CEO	L
48	Build tenant control	Leadership	The age profile of the senior leadership team and management team indicates that the majority will retire in the next five years, all at around the same time.	H	L	M	H	H	9	H	Increased collaborative working at operational level to increase skills awareness and confidence. Creation of senior officer group to delgate some coordination tasks to, availibility of flexible retirement. Likelihood is not reduced. Impact may be.	CEO	L	Incentivise delayed retirement	9	CEO	H
49	Help people to live well	Operational management	Sub optimal use of stock through unauthorised occupation	M	M	M	M	M	4	M	Policies, procedures and monitoring systems in place, ATCIs	Income Manager	H	Promotion of succession rules	2	Income Manager	L