



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION**

BOARD MEETING

AGENDA AND PAPERS

PART A

Thursday 15th October 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
Thursday 15th October 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
- (ii) Bitesize training – being a Board member

Meeting items:

1. Board Declarations (page 6).
2. Minutes and Matters Arising from the Board meeting held 6th August 2026 (page 7 & Appendix 1, page 56)
3. Election of Board members at the Annual General Meeting held on 24th September 2026 (page 9)
4. Appointment of Co-optees to the Board (page 12)
5. Election of Board Officers, Board areas of special interest and Code of Conduct (page 14 and Appendix 2, page 67 and separately appended)
6. Chief Executives Operational Report (page 17 and separately appended)
7. Annual Complaint and Service Improvement Report (page 23 and Appendix 3, page 76)
8. Operations Committee Report (page 27)
9. Financial Updates (page 34)
10. Homes Asset Management Plan (page 41)
11. Board forward plan (page 51)
12. Any other business (page 55)

Part B – Confidential Items (Part B papers)

BITMO Board meeting 15th October 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	(i) 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.
	(ii) Being a Board member	Overview of duties, responsibilities, expectations, induction and training.	Aid effective governance.	Undertake the training and apply when needed.
Operating reports	Operational update.	Provide insight into the quality of service we provide.	Continue to improve Board control and impact of decision making.	Discuss, advise and accept the report.
Annual General Meeting 2026	To note the results of the Board elections and of any other discussions	To welcome new members and to give and review feedback on the meeting.	Plan for the future.	Note the matters agreed at the AGM.
Appointment of Co-optees	Co-optees are appointed annually.	To help enable good governance and oversight by the Board.	Review where further expertise may be required for the future.	Appoint up to 6 Co-optees to the Board for the year to the AGM in September 2027.
Election of Board Officers	Election of Chair and Secretary and Treasurer as Vice-Chairs.	Required by the Constitution.	Help ensure good governance	Elect Chair and Secretary/Treasurer as Vice Chairs from amongst their number.

Operational Report	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.
Complaints Self-Assessment	Annual assessment.	Requirement of the Housing Ombudsman Service.	Continue to improve the process.	Discuss, advise and accept the assessment.
Operations & Scrutiny 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.
Financial Updates	Report from the last meeting.	Latest financial information to keep Board aware of the current situation.	Continue to ensure financial viability	Discuss and accept the reports.
Homes Asset Management Plan	Review	Decent homes are fundamental to BITMO's existence.	Continue to enhance homes and keep them decent.	Discuss and approve.
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.
Operational overview	To give new members greater insight into the organisation.	Required for good governance.	Review and update where appropriate.	To discuss and note.

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 6th August 2026 (Appendix 1)**. The table below details updates on items not dealt with elsewhere on the agenda.

Matters arising:

	Action	Owner
1	Confirmation to be obtained from Fruit Works regarding the proposed expenditure of the Tree Nursery grant funding and reported to the Board.	PO/PS
2	Progress update to be provided on the installation of the GATE newsboard and signage. Complete as reported to last Operations Committee.	PS
3	Findings from the Planned Works and Customer Service surveys to be reported to the Board and communicated to tenants.	DK
4	Safeguarding training to be arranged as the next Board training module.	PO/TM
5	Board appraisals to be completed.	TM/DK
6	Revised wording to be incorporated into the Collaboration Value to strengthen references to tenant involvement in identifying solutions and supporting compliance with policies and procedures.	DK
7	Opportunities to provide housing application and mutual exchange advice sessions for tenants at the GATE to be explored.	PS/SO
8	Opportunities to develop apprenticeship roles in partnership with Fruit Works Co-operative to be explored.	DK
9	Risk 8 (Funding, Reserves and Treasury) to be amended to show a residual risk rating of "Low" in the final Risk Map.	PO
10	Ian Montgomery to be invited to attend the next Operations & Scrutiny meeting to revisit the discussion on Leeds City Council scrutiny arrangements.	PO

With regard to the Fruitworks project, we have received the following update:

‘Fruit Works Co-operative have recently secured major funding to develop the unused site behind Belle Isle Parade as community tree nursery. We will be imminently signing a 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. We will also be recruiting for a trainee community tree grower. We will increase the reach of our annual fruit tree giveaway and include pruning some residents existing trees. During the first year of the project we will run 10 training workshops and host three community celebrations.

We will continue to work closely with local groups, like Edible Belle Isle and Belle Isle in Bloom.

We very much support BITMO's encouragement, advice and support over the last couple of years to get to this point. We will keep you updated as the project progresses.'

Other updates will be notified to the meeting.

Recommendation:

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

Notes:

3. Election of Board members at the Annual General Meeting

BITMO



Board of Management Report

Meeting Date: 15th October 2026

Report Title: AGM elections

Author(s): Peter Olver

For Information/~~Decision~~/Discussion

Executive Summary:

The Report provides an update on elections for tenant Board members at the AGM held on 24th September 2026.

Recommendations:

Board are requested to note and accept the report.

Equality Diversity and Inclusion

BITMO aims to have a diverse and inclusive Board. This will be recorded and monitored and BITMO will reach out to under-represented elements of the community.

Community Consultation

The Community will be updated with the election detail and feedback on the process requested.

Financial implications

There are no financial implications arising from the report.

Risk implications

An efficient Board is vital to the performance of the organisation.

Links to Regulatory Framework:

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

The Transparency, Influence and Accountability Standard is a regulatory standard for social housing landlords in England, which requires landlords to be open with their tenants, treat them fairly, **enable them to influence decisions**, and hold them accountable.

Introduction

The AGM took place on the evening of Thursday 24th September 2026 at the GATE.

Information

Board members due to stand down on rotation were:

- Jean Burton
- Trevor Brown
- Emma Walkley

One of the above members stood for re-election and two (Jean Burton and Emma Walkley) decided to stand down for purely personal reasons.

The Board, staff and volunteers are most grateful for Jean and Emma's contribution to the work of BITMO. Jean has been on the BITMO Board since the organisation was established in 2004 and has been central to its development over the years, including many years as Secretary and Vice-Chair. Emma has been on the Board for several years and has also made a much valued contribution to the work of the organisation.

There were five new candidates who also received nomination to stand for election as tenant Board members.

The full list of six candidates, in alphabetical order, was:

- Tara Brier
- Trevor Brown
- Toni Florey
- Zaineb Kwa
- Kacie Phillips
- Mark Quinn

There were 6 candidates for 7 vacant positions as tenant Board members.

Conclusion

As the election was non-contested, shareholders voted to elect all of the above 6 candidates onto the Board. There remains one vacancy regarding tenant Board members.

Recommendation:

Board is asked to NOTE and ACCEPT the report and to thank Jean Burton and Emma Walkley for their valued work as Board members.

Notes:

4. Appointment of Co-optees to the Board

BITMO

Board of Management Report



Meeting Date: 15th October 2026

Report Title: Board Co-options

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

The report calls for the appointment of Board Co-optees for the year to the Annual General Meeting of 23rd September 2027.

Recommendations:

Board is requested to AGREE Board co-options.

Equality Diversity and Inclusion

The Board should represent the people it serves, and makes adjustments to make sure that all tenants are able to participate equally.

Community Consultation

The community will be consulted on governance arrangements.

Financial implications

There are no financial implications arising from the report.

Risk implications

An efficient Board is vital to the performance of the organisation.

Links to Regulatory Framework:

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

BITMO's rules state that the Board can appoint up to 6 co-opted Board Members. These are Board members that are appointed by the Board itself rather than at the Annual General Meeting.

The Chief Executive Officer advises that Leeds City Council has nominated two Ward Councillors to serve on the Board (the Modular Management Agreement calls for a minimum of 1).

The nominations are:-

- Cllr Wayne Dixon
- Cllr Emma Pogson Golden

We are also aware that the following are seeking co-option for a further year to the Board:-

- Margaret Brown
- Ashley Knowles
- Paul Truswell

If the above are appointed then there is one further potential vacancy for co-option. Details of any possible candidates for this vacant position will be relayed at the meeting.

Recommendations for approval:

Board is recommended to approve;

- Further Co-option of Cllr Wayne Dixon and Cllr Emma Pogson Golden
- Co-option of up to four other candidates.

Notes:

5. Election of Board Officers and areas of special interest for Board Members

BITMO



Board of Management Report

Meeting Date: 15th October 2026

Report Title: Election of Board Officers and areas of special interest for Board Members

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

Effective Board officer posts are vital to the organisation. Areas of special interest can also add significant resource.

Recommendations:

Board is requested to APPOINT Board Officers and AGREE areas of special interest.

Equality Diversity and Inclusion

Equality of access to Board roles, and an understanding of the importance of EDI is crucial for all Board appointments.

Community Consultation

The Community are responsible for the election of Board Members. .

Financial implications

Board members are unpaid. There are no significant financial implications arising from the report.

Risk implications

An effective Board is vital to the organisation.

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

Introduction

At the first meeting of the Board to be held after an Annual General Meeting and following appointment of co-optees, the Board will elect officers to Board posts as follows:

- Chair
- Vice Chair and Treasurer
- Vice Chair and Board Secretary
- Vice Chair and Services Lead
- Member Responsible for Complaints

The first three of these positions are a requirement on the Rules of the TMO, the fourth one is optional. The fifth is a regulatory requirement.

A description and the requirements of the roles are attached (**Appendix 2**).

If you are interested in taking up any of these roles could you please register your interest with the Chief Executive Officer or Head of Governance & Finance (via 0113 378 2182, karen.hoole@belleisletmo.co.uk) no later than 12 noon on Wednesday 14th October 2026 so this can be reported on the night of the meeting and ballot arrangements made should this be necessary.

BITMO are also seeking informal interest from other Board members in the following roles/area of activity:

- **Retirement Life Housing** – social events and volunteering
- **Equalities** – championing equality and diversity
- **GATE and Community Events** - Christmas events, Belle Isle Gala and GATE activities
- **Publicity** – involvement in the website, social media and other communications (including Bits 'n' Pieces)
- **Repairs and Maintenance** – reviewing performance on repairs and gas contract
- **Estate and Environment** – Local Pride monthly estate walkabouts
- **Recruitment** – participation in recruitment panels.

Previous expressions are as follows:

BOARD MEMBER SPECIAL INTERESTS	
Harry Austin	Recruitment/Repairs and Maintenance/Estate & Environment/Recruitment
Stephen Brockley	Training/Health & Safety
Trevor Brown	Complaints/Training/Repairs and Maintenance/Estate & Environment
Margaret Brown	Retirement Life/Community/Gala/Health & Safety
Cllr Wayne Dixon	Health & Safety
Ashley Knowles	Retirement Life
John Newbould	Tenant Scrutiny ?
Emma Pogson-Golden	Events ?
Paul Truswell	Community/Publicity
Angela Weglarska	Tenant Scrutiny ?
Kate Youngs	Community/Disability awareness ?

Conclusion

See requirements above.

Recommendations:

Board is asked to APPOINT Co-opted members for the year and to ACCEPT areas of special interest.

Notes:

6. Operational Report from the Chief Executive Officer

BITMO

Board of Management Report



Meeting Date: 15th October 2026

Report Title: CEO Report

Author(s): Deborah Kelly

For Information/ ~~Decision~~/ Discussion

Executive Summary:

The principal matters covered are:

Board Strategy Away Day: A programme focused on strengthening governance, risk management, regulatory awareness and Board effectiveness.

Investors in People (IiP): Progress in developing our people management arrangements, with the ambition of achieving accreditation by 2029.

Staffing and Service Resilience: An update on the management of current staffing pressures and the measures in place to maintain service delivery.

Leeds Housing Board: An overview of the meeting hosted by BITMO on 7 October 2026 and the strategic issues discussed.

Despite current operational pressures, BITMO continues to maintain service delivery while progressing its wider programme of organisational development and improvement..

Recommendations:

Note the proposed focus and objectives of the Board Strategy Away Day.

Note progress towards Investors in People accreditation and the development of the supporting improvement programme.

Note the arrangements in place to manage staffing pressures and maintain service continuity.

Note the strategic issues discussed at the Leeds Housing Board and consider the presentation from Mandy Sawyer.

Equality Diversity and Inclusion

There are no specific adverse equality impacts identified at this stage. Equality implications will be considered as individual proposals and changes are developed and implemented.

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 Rent standard	

Board Strategy Away Day

Venue: Belle Isle Working Men's Club

Date: To be confirmed

The forthcoming Board Strategy Away Day will focus on strengthening governance and ensuring that Board members are equipped to fulfil their responsibilities effectively. The programme will concentrate on three interconnected areas.

Risk management and assurance - The Board will undertake a detailed review of the ten highest-rated risks facing BITMO. This will provide an opportunity to consider whether the principal strategic and operational risks have been appropriately identified, the likelihood and impact of each risk have been assessed accurately, existing controls and mitigation measures are sufficiently robust, any further action is required to strengthen assurance or reduce exposure.

The session will support the Board in exercising effective oversight of organisational risk and provide an opportunity to challenge existing assessments and management arrangements.

Statutory and regulatory responsibilities - The Board will review the principal legislative and regulatory requirements governing BITMO's activities, including its responsibilities as a tenant management organisation delivering housing management services on behalf of Leeds City Council. The session will consider the implications of the evolving regulatory environment for the organisation, its governance arrangements and the services delivered to tenants.

Particular attention will be given to the Board's responsibilities for ensuring effective oversight, compliance and accountability.

Board development The Away Day will also provide the opportunity to launch the Board Training and Development Plan 2026/27. The plan will establish a structured approach to developing Board members' knowledge, skills and confidence, supporting effective scrutiny, informed decision-making and strong governance.

Intended outcome: A shared understanding of BITMO's principal risks, the Board's regulatory responsibilities and the development priorities required to sustain effective governance.

Progress Towards Investors in People Accreditation

BITMO continues to develop its management and organisational arrangements using the Investors in People (IiP) framework.

IiP is an internationally recognised standard for effective people management and organisational improvement. It provides a structured approach to assessing how organisations lead, support and develop their people to achieve sustainable performance.

The framework is organised around three core principles:

Leading: Providing clear direction, demonstrating organisational values and creating a culture of trust and accountability.

Supporting: Enabling employees to develop, contribute and perform effectively.

Improving: Embedding continuous learning, improvement and organisational development.

These principles are supported by nine indicators of effective people management.

Progress to date

An internal working group has been established to review existing management arrangements and identify opportunities for improvement.

The group is considering how BITMO leads the organisation, supports employees to succeed and creates the conditions for sustained performance improvement.

Initial work has focused on organisational values and the behaviours expected of employees and managers. Draft behavioural expectations have been developed and are currently subject to consultation with staff and recognised trade unions. This work is intended to establish a clearer and more consistent understanding of the standards of behaviour expected across the organisation.

Organisational improvement programme

An action plan has been developed to strengthen our approach to people management and organisational effectiveness.

The programme includes:

- Recruitment and selection, ensuring we attract and appoint people with the skills, attitudes and behaviours required.
- Learning and development, providing opportunities for employees to build capability and progress.
- Continuous improvement and quality, encouraging innovation, learning and better outcomes.
- Structured and consistent ways of working, ensuring clarity, fairness and reliability in management practices.
- Performance and accountability, establishing clear expectations and supporting effective performance management.
- Empowering and involving people, enabling employees to contribute to decisions and improvements.
- Behaviours and culture, embedding organisational values in everyday working relationships and management practice.

The programme will be developed further through engagement with employees and trade unions, with progress monitored through established management and governance arrangements.

BITMO's ambition is to achieve Investors in People accreditation by 2029. The accreditation process is intended to provide external validation of the effectiveness of our people management arrangements. Importantly, the value of this work lies not simply in achieving accreditation, but in establishing a positive, accountable and high-performing organisational culture that supports staff wellbeing, service quality and tenant satisfaction.

Staffing and Service Resilience

As previously reported, BITMO is currently managing significant levels of staff absence, particularly within the Tenancy Support service.

Management arrangements have been adapted to ensure that essential activities continue and that operational risks are identified and managed.

Actions taken include:

Redistributing responsibilities and workloads to maintain priority services, commencing recruitment to vacant Tenancy Support posts, recruiting a temporary member of staff to provide additional capacity and very importantly working closely with Leeds City Council, which is providing valuable support with the allocation and letting of void properties. These measures are helping to maintain service continuity during a period of reduced staffing capacity. Management continues to monitor workloads, service performance and the sustainability of interim arrangements. At the time of reporting, no additional matters requiring Board intervention have been identified. The Board will be kept informed of any material changes to the staffing position or associated service delivery risks.

Leeds Housing Board

BITMO hosted the most recent meeting of the Leeds Housing Board at The GATE on 7 October 2026. The Leeds Housing Board brings together engaged tenants from across the city and senior elected members, supported by senior officers of Leeds City Council. It provides an important forum for tenant engagement, strategic discussion and scrutiny of housing services.

BITMO was represented by the Chief Executive, Harry Austin as Acting Chair, and Tracey and Jo from the Community Development team.

BITMO's contribution was a discussion that covered four principal areas:

Modular Management Agreement - The ongoing consideration of BITMO's management arrangements and the implications for its future operating model, and relationship with Leeds City Council

The importance of effective rent collection and income management in supporting financial sustainability and the delivery of housing services.

Financial sustainability and growth - The Board's ambitions for securing BITMO's long-term financial position and exploring opportunities to strengthen and develop the organisation.

Anti-social behaviour - BITMO's intention to strengthen its approach to tackling anti-social behaviour, including opportunities to work differently and more effectively with the Leeds Anti-Social Behaviour Team (LASBT).

The meeting provided a valuable opportunity to explain BITMO's perspective, highlight its strategic priorities and contribute to wider discussions about housing management in Leeds.

Mandy Sawyer presented a paper to the Leeds Housing Board, which is separately appended to this report.

Mandy has been invited to attend the BITMO Board meeting to present the paper and respond to members' questions.

This will provide an opportunity for Board members to consider the issues raised and their implications for BITMO.

Conclusion

The matters covered in this report reflect BITMO's continued focus on effective governance, organisational resilience and service improvement.

The Board Strategy Away Day will provide an important opportunity to strengthen collective understanding of risk, accountability and regulatory responsibilities.

The Investors in People programme offers a structured approach to improving organisational culture, management effectiveness and employee engagement.

Meanwhile, the organisation continues to respond to staffing pressures through practical management interventions and partnership working, while maintaining its engagement with the wider Leeds housing agenda.

Together, these activities support BITMO's commitment to delivering safe, effective and responsive services and achieving its vision of a Safer, Stronger, Greener Belle Isle where people want to live

Recommendations:

Board is asked to:

1. Accept the report
2. Note the proposed focus and objectives of the Board Strategy Away Day.
3. Note progress towards Investors in People accreditation and the development of the supporting improvement programme.
4. Note the arrangements in place to manage staffing pressures and maintain service continuity.
5. Note the strategic issues discussed at the Leeds Housing Board and consider the presentation from Mandy Sawyer.

Notes:

7. Annual Complaint and Service Improvement Report

BITMO



Board of Management Report

Meeting Date: 15th October 2026

Report Title: Complaints Report & Self-Assessment

Author(s): Deborah Kelly

For Information/ Decision/ Discussion

Executive Summary:

Annual assessment process to accord with requirements of the Housing Ombudsman.

Recommendations:

Board is asked to review, discuss and ADOPT the assessment.

Equality Diversity and Inclusion

The HOS Code requires that complainants are supported to complain and that any reasonable adjustments should be considered.

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 Rent standard	

Annual Complaint and Service Improvement Report 2025/26

Housing Ombudsman Complaint Handling Code

Every year we self-assess against the Housing Ombudsman Complaint Handling Code which sets out the minimum requirements for how complaints should be managed, and the timescales involved. We are required to produce an annual report which sets out performance and improvements required to ensure compliance with the Code. In particular we must publish:

- a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements;
- b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;
- c. any findings of non-compliance with this Code by the Ombudsman;
- d. the service improvements made as a result of the learning from complaints;
- e. any annual report about the landlord's performance from the Ombudsman; and
- f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.

This report demonstrates compliance with the Code. It will be published on the website, discussed at Board, and will be included in the Annual Report to Tenants.

Self-Assessment.

The self-assessment was last completed in March 2025 and considered by the Board at the Board meeting on 29th March 2025. It was reported that we need to complete a number of actions to ensure compliance. All areas have been addressed.

The most recent assessment against the revised code has been completed and is attached per Appendix 2. We consider that we are fully compliant with the code.

Analysis of complaints handling performance

In the financial year 2025 to 2026 we received 76 complaints which is an increase on the 39 complaints of the year before. 29 were upheld, 34 were partially upheld and 13 were not upheld. 66 were resolved at stage 1 and 10 were considered at stage 2 of the procedure. 100% of complaints were responded to within timescale. None were referred to the Ombudsman.

The increase in the number of complaints in the year means that numbers are more in line with expectations for a provider of social housing services. Satisfaction with complaints handling is 44% compared with 27% across Leeds as a whole.

Types of complaints

Category	No:	Upheld	Partially upheld	Not upheld
Repairs	54	25	19	10
Customer Service	21	4	15	2
Property condition				
Other	1			1

Complaints not accepted for consideration.

We take an open approach to considering complaints. They can be made in any way, via any platform, in writing or not, relating to any potential service failure that occurred within the previous twelve months. We keep complaints open until all the actions associated with their resolution are completed. The only potential complaints that we do not accept are where the “complaint” is actually a request for service that we have not yet had the opportunity to provide. relates to a service that we do not provide. Where complaints of this type are made, they are referred to the Board for future consideration in terms of our service offer.

There are other times when we receive a complaint that is a request for service that we do not present to the Board.

For example, we have received a complaint in the period that sound insulation in flats is inadequate and compliant with modern standards of construction. We did not accept the complaint, but we did engage with the tenant about the inadequacies of sound insulation.

The key issue here is that modern standards of sound insulation are not an obligation upon the landlord. They are not addressed through the regulatory framework, and remediation works are not cost effective. They do not therefore form part of the service offer.

We also received a complaint about a tenant. The complaining tenant expressed that the behaviour of their neighbour was unacceptable. This is not a complaint about the service we have provided. It is a complaint about another tenant. If we had been dealing with the matter as an anti-social behaviour case and had failed to act in accordance with our service standards, or the tenant was unhappy with the management of the case, it would then have been dealt with as a complaint.

Learning from complaints

Key learning from complaints in this period relates to communication and follow up. In order to provide better customer experience, we have made the following improvements to our service delivery:

We have briefed staff on the importance of effective follow up with tenants, produced improved calling cards, and briefed staff on how they can improve ownership of the

issues that they deal with. We have clarified the difference between landlord and tenants responsibilities for gardens, that makes clear that where a garden issue is a structural issue that predates the commencement of the tenancy, it is for BITMO to resolve. Where issues are recurring with individuals these are picked up in one to ones.

Ombudsman cases

There have been none in the year.

Conclusion

The annual report of complaints provides transparency around the issues that our tenants feel we need to improve on to create a better customer experience. It evidences compliance with the Housing Ombudsman's complaint Handling Code, and demonstrates the changes we have made to operational practice as a result of the lessons learnt.

B] Self-Assessment

Please see Appendix 2

Please note points 9.5-9.7 in the assessment. A member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC'). The appointment is referred to under Item 5 above.

Recommendation

Board is asked to review and ACCEPT the self-assessment.

Notes

8. Operations Committee Report

BITMO

Board of Management Report



Meeting Date: 15th October 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 16th September 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 16th September 2026 and the following are the conclusions and recommendations from that meeting:

8.1 Tenant Scrutiny

8.1.1 LCC Tenant Engagement

Mr Ian Montgomery of LCC attended the meeting, following his online attendance at the prior meeting of the Committee, in order to further detail the tenant scrutiny work by LCC and the opportunities for joint working with BITMO.

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. Trevor Brown had volunteered to take part in this activity.

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.

8.1.2 BITMO Scrutiny exercise

Part of the role of the Operations and Scrutiny Committee is to undertake scrutiny exercises and provide assurance to the Board that BITMO's services are being managed effectively, deliver positive outcomes for tenants and customers, and represent good use of resources.

Allocations, lettings and void management has been selected as the first area for detailed scrutiny by the Committee.

A paper was presented which explained the proposed scrutiny process which would be a deep dive into the processes surrounding an area of work and making recommendations for improvement where possible.

Committee was asked to consider whether a particular area of the allocations, lettings or void management operations should be examined. Allocations is the process of determining who should be offered a property. Lettings is the process of turning an offer of accommodation into a new tenancy. A void is a property without a tenant. Void management covers the process from the end of the previous tenancy through to the property being ready for a new tenant.

The stages of the process would be:

1. Understanding the Service
2. Observation
3. Shadowing work
4. Scrutiny meeting
5. Review and findings
6. Report to the Board

The report will set out the scope of the scrutiny exercise, how the scrutiny was undertaken, the evidence considered, what the Committee found, areas of good practice, areas requiring improvement, the Committee's conclusions and recommendations to the Board.

The Board will formally consider the report and provide a clear response to each recommendation, stating whether it is accepted, partially accepted or not accepted, together with its reasons. For accepted recommendations, the response should identify the action required, who is responsible and the timescale for completion. Updates would then be provided against recommendations and these would be communicated to tenants and LCC.

The Committee was asked which element of service delivery should be the focus of the first exercise and which members would like to be involved in the process.

Committee agreed that it should be on Voids management.

Committee members to be consulted on the process would be: Harry, Trevor, John, Kate and Ashley. The two new tenants who had expressed a willingness to take part in such work during the scrutiny recruitment work would also be asked to contribute.

The Operations Committee was asked to:

1. Discuss and APPROVE the proposed liaison process with Leeds City Council. Approved
2. Discuss and APPROVE the scope of the scrutiny exercise. As above.

Recommendation:

Board is asked to ACCEPT the report;

8.2 Internal Audit Programme

Mr David Robinson of the specialist audit firm TIAA had previously 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).

It was noted that the first audit regarding compliance with Awaab's Law was currently ongoing and that for this reason it was proposed that Mr Robinson be asked to attend the following meeting of the Committee to make a report. Committee accepted this proposal

Recommendation:

Board is asked to ACCEPT the report;

8.3 Performance Reporting

(i) Tenant Satisfaction Measures

Committee reviewed the Quarter 2 results for the Tenant Perception Measures. These are interviews with tenants conducted by phone or online via an external specialist firm. It was possible to report on the survey results to 30th September 2026 because the required number of surveys has been completed before the end of the period.

The Q1 & Q2 figures were good overall, but because of the relatively small sample size they had a potential margin of error of some 7.6% compared to that for a whole year of 5.2%.

	2023/24	2024/25	2025/26	2026 /27			
TSM Survey Results	Full Year	Full Year	Full Year	Q1	Q2	Six mths	Diff to 25/26
Count of total completed responses	300	300	299	74	75	149	
Statistical accuracy - confidence interval	5.1%	5.1%	5.1%	11.0%	11.0%	7.6%	
Overall							
Overall satisfaction with services provided	72%	75%	76%	84%	76%	80%	5%
The home							
Tenants who had a repair in the last 12 months	70%	75%	71%	77%	69%	72%	1%
Overall repairs service received in the last 12 months	77%	82%	78%	83%	82%	83%	5%
Time taken to complete most recent repair	74%	82%	79%	85%	81%	83%	4%
Landlord provides a home that is well maintained	76%	73%	76%	86%	81%	83%	7%
Landlord provides a home that is safe	80%	79%	81%	82%	78%	80%	-1%
Contact and communication							
Landlord listens to your views and acts upon them	62%	65%	68%	82%	67%	75%	7%
Kept informed about things that matter to you	75%	78%	79%	85%	81%	83%	5%
My landlord treats me fairly and with respect	80%	79%	84%	91%	84%	88%	4%
Percentage who made a complaint in last 12 months	25%	27%	24%	23%	28%	25%	1%
Landlord's approach to complaints handling	27%	41%	35%	53%	58%	56%	21%
Landlord is easy to deal with*	75%	77%	77%	87%	80%	83%	6%
Neighbourhood and community							
Communal areas are kept clean and well maintained	80%	69%	73%	90%	69%	79%	5%
Positive contribution to your neighbourhood	75%	71%	78%	89%	85%	87%	10%
Approach to handling anti-social behaviour	55%	51%	57%	79%	77%	78%	21%

The results are encouraging, particularly in relation to:

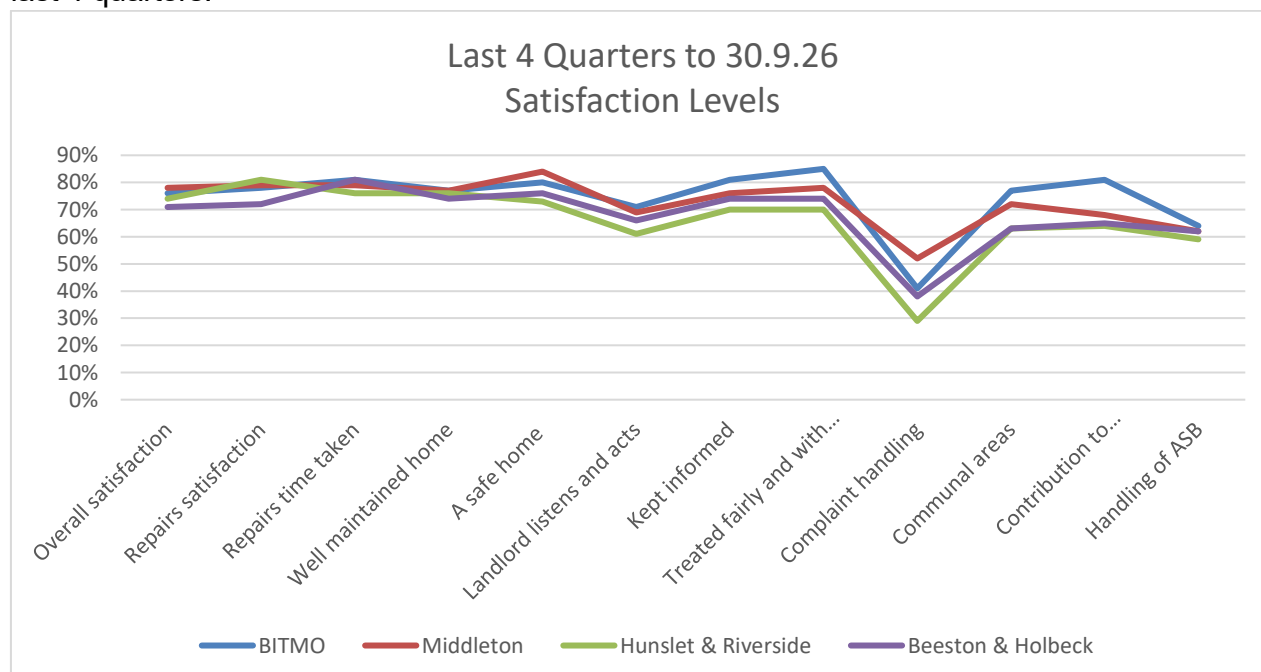
- Complaint handling
- Contribution to the neighbourhood
- Handling of Anti-Social Behaviour

Comparison was made with Leeds City Council overall results.

Quarters 1-2 comparison BITMO & LCC

Quarters 1-2 2026-27	BITMO	LCC	Variance
Overall satisfaction	80%	71%	9%
Repairs satisfaction	83%	77%	6%
Repairs time taken	83%	74%	9%
Well maintained home	83%	72%	11%
A safe home	80%	75%	5%
Landlord listens and acts	75%	60%	15%
Kept informed	83%	75%	8%
Treated fairly and with respect	88%	76%	12%
Complaint handling	56%	26%	30%
Communal areas	79%	66%	13%
Contribution to neighbourhood	87%	63%	24%
Handling of ASB	78%	54%	24%

Comparison was also made to comparator LCC housing areas in the south of Leeds for the last 4 quarters.



(ii) Management Information Measures

These are performance statistics extracted from recording systems used in delivering services.

All of the main required measures were either close to or exceeding target for Quarter 1 to 30th June 2026. Quarter 2 statistics for the period to 30th September had not yet been closed off.

There were some supplementary measures which required further attention.

- The proportion of gas services overdue because of access problems had improved from the prior two year ends but was still over the 0.2% target.
- The number of empty properties as a proportion of overall stock was also higher than target and stood at 25 homes as at 30th June 2026.
- Work was progressing to improve turnaround times to get homes ready for re-let. Some fire alarm certification was awaited from the contractor, although they continued to be tested each week.
- Fire door risk assessments had just been completed and a physical inspection of each door was now underway.
- The number of homes with a full stock inspection was 1,207 out of a total of 1,812 and discussions were underway with LCC to bring in additional resource to progress this work further.

Full performance detail is available here:

<https://www.belleisletmo.co.uk/your-tmo/about-us/our-performance/>

<https://www.belleisletmo.co.uk/wp-content/uploads/2026/10/BITMO-OS-Comm-16.9.26-final.pdf>

Recommendation:

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

8.4 GATE Programme

A report was given on activities run by the Community Development Team in August and September 2026.

A multitude of events were held through the school summer holidays, including family entertainment and consultation about future services.

The school uniform programme had helped 53 families in Belle Isle through the Community Fund.

Demand for the tutoring scheme was very encouraging and showed how much local families value such opportunities.

The new Chatty Café had also been launched as a friendly space to build confidence in conversation and reduce a feeling of isolation.

Consultations continued to gather feedback about improvements to green spaces and gathering space amenities. Weekly door knocking activity continued and would in due course cover all of the estate.

Committee welcomed the report and congratulated the team on the range of activities.

Recommendation:

Board is asked to ACCEPT the report.

Notes:

9. Finance reports

9.1 BITMO Management Accounts

Accounts for the 5 months to 31.8.26

Expenditure	Revised Budget £	Year to Date Budget £	Actual Spend £	Variance	Notes
RESPONSIVE MAINTENANCE	1,774,665	723,023	721,032	1,992	1
CYCLICAL MAINTENANCE	<u>793,090</u>	<u>320,661</u>	<u>293,693</u>	<u>26,968</u>	2
TOTAL MAINTENANCE`	2,567,756	1,043,685	1,014,725	28,960	
COMMUNITY DEVELOPMENT	355,717	146,950	134,453	12,497	3
INCOME AND TENANCY	309,975	128,940	117,062	11,878	4
TENANCY SUPPORT	291,715	122,169	111,374	10,795	5
RETIREMENT LIFE	120,545	50,227	55,117	(4,890)	6
CORPORATE RUNNING COST	177,798	76,483	71,302	5,181	7
CORPORATE STAFFING COST	427,044	176,940	166,870	10,070	8
SERVICE LEVEL AGREEMENTS	65,864	27,443	27,443	0	
DEPRECIATION					
TOTAL EXPENDITURE	4,316,414	1,772,838	1,698,346	74,491	
INCOME					
Management Fee and Other Income	3,974,575	1,688,700	1,704,475	15,775	9
OPERATING SURPLUS/(DEFICIT)	(341,839)	(84,138)	6,129	90,267	
Capital Programme	(26,000)	0	0	0	
Surplus/ (Deficit) after exceptional items	(367,839)	(84,138)	6,129	90,267	

Headline: BITMO is performing at £90.3k better than the year-to-date operating budget. Revenue expenditure is £74.5k below budget and income is £15.8k above budget. The main financial pressure remains void properties.

Overall financial position

BITMO remains in a positive financial position at the end of August. For the first five months of the financial year, total expenditure was £1.698m, compared with a budget of £1.773m. This means expenditure is £74.5k below budget.

Income was £15.8k higher than budgeted. Taken together, BITMO has achieved a small operating surplus of £6.1k, compared with a budgeted deficit of £84.1k at this point in the year. The operating position is therefore approximately £90.3k better than budget.

The overall position is positive, although some of the current underspend relates to timing, vacancies and expenditure that is still expected later in the year, rather than permanent savings.

What is driving the position?

Maintenance - broadly on budget overall

Maintenance is BITMO's largest area of expenditure. We have spent £1.015m against a budget of £1.044m, an overall underspend of £29k.

Responsive repairs are almost exactly on budget, with expenditure of £721k against a budget of £723k. The overall position masks a significant pressure from void properties. Void repair expenditure is approximately £135k over budget. This has so far been largely offset by a £112k underspend on day-to-day responsive repairs.

Other responsive repair expenditure includes £12k on ad-hoc repairs and £11k on the Swamp play equipment refurbishment. Caretaking is approximately £8k underspent over pay and other costs.

The key issue to continue monitoring is therefore the cost of repairing empty homes, rather than the overall responsive repairs budget.

Planned and cyclical maintenance

Cyclical maintenance expenditure is £294k against a budget of £321k, giving an underspend of £27k. This includes gas replacement work, ventilator servicing, carbon monoxide work, gutter cleaning, tree surveys and fire-safety compliance. This is essentially a timing issue although savings are being made on guttering and tree surveys.

Community Development and the GATE

Community Development expenditure is £135k against a budget of £147k, an underspend of £12k. There are modest underspends across payroll (£5k), utilities (£1k), rent (£1k), running costs (£4k) and community events (£1k). There are currently no significant financial concerns in this area.

Income and Tenancy

Expenditure is £117k against a budget of £129k, an underspend of £12k. The main reason is staffing. Payroll is approximately £10k underspent, reflecting the period during which the team has been without a Financial Inclusion Officer while covering maternity leave. Running costs are also approximately £2k below budget. This is principally a vacancy-related underspend rather than a permanent saving.

Tenancy Support

Tenancy Support is £11k underspent, with expenditure of £111k against a budget of £122k. Almost all of this relates to payroll, which is £10k below budget, including the effect of some employees opting out of the pension scheme. There will be further small savings in this area as we carry two vacancies during recruitment.

Retirement Life

Retirement Life is the only main service area currently over budget, by approximately £5k. The principal reason is £5k of unbudgeted expenditure on installing intercoms in the four communal rooms. Running costs are also £2k above budget, offset by a £2k payroll underspend. The overspend is understood and relates mainly to a specific improvement rather than an unexplained increase in ongoing costs.

Corporate costs

Corporate running costs are £5k underspent, mainly because insurance is £4k below budget and office running costs are approximately £1k lower. Corporate staffing is £10k underspent, comprising approximately £6k on payroll and £4k on staff training. We expect to spend the training budget in full.

Income

Income to the end of August was £1.704m, approximately £16k higher than budgeted. This includes an additional £23k of payroll costs capitalised, although this may vary at the year end.

This positive movement is partly offset by a £8k void-performance penalty, arising because the number of void properties exceeded the agreed target. The void position is therefore having a financial impact in two places: higher repair expenditure on empty homes and a reduction in income through the void penalty. This remains an area requiring close management attention.

Capital programme contribution from reserves

The budgeted contribution to the annual capital programme from reserves is £26k. This has reduced from £100k because BITMO will be re-imbursed from insurance monies received following a fire damaged property.

We are currently reviewing planned spend.

What should the Board take from the accounts?

The financial position at the end of August is positive. BITMO is spending within its overall revenue budget and income is slightly ahead of expectations.

The most significant financial pressure remains void properties. Although responsive maintenance as a whole is currently on budget, void repair costs are substantially above budget and BITMO has also incurred a £8k performance penalty because void numbers exceeded target.

A significant proportion of underspending elsewhere relates to staffing vacancies, payroll savings or the timing of planned expenditure. These should not automatically be treated as permanent savings. The capital programme has also not yet begun to incur the small draw down from reserves.

Current assessment

Overall financial position	Positive
Revenue expenditure	£74.5k below budget
Income	£15.8k above budget
Operating position	£90.3k better than budget
Main financial pressure	Cost and number of void properties
Main reason for other underspends	Staffing vacancies and timing of expenditure
Area to watch	Repair cost pressures on void properties.

Conclusion

The operating position is £90.3k better than budget at this stage of the year;
There are continuing financial pressure associated with void properties, including both repair costs and the void-performance penalty; and
A proportion of the favourable position relates to vacancies and timing differences and should not yet be regarded as a permanent saving.

Recommendation:

Board is asked to discuss and ACCEPT the report.

Notes:

9.2 Capital Spend

BITMO acts as managing agent for planning and executing the property investment (capital) spend by Leeds City Council on the homes that are managed on the estate.

A total budget of £1.62m is available for the 2026-27 financial year, comprising the following:

- £1.52m from Leeds City Council
- £74k of funds available from the re-imbursement of costs relating to a fire damaged property.
- Potential £26k contribution from BITMO.

Project Title	26-27 Annual Budget	Revised	YTD Spend	Remaining Budget	% Used
ADAPTATIONS	£ 150,000.00	£ 180,000.00	£ 136,740.56	£ 43,259.44	91%
WINDOWS AND DOORS	£ 17,400.00	£ 17,400.00	£ -	£ 17,400.00	0%
MANSARD ROOFS	£ -		£ -	£ -	
ROOFING	£ -	£ 15,000.00	£ 11,118.40	£ 3,881.60	
FIRE RISK WORKS	£ 180,000.00	£ 128,367.00	£ -	£ 128,367.00	0%
BOILER REPLACEMENT/ GAS REMEDIALS	£ 277,200.00	£ 257,200.00	£ 145,798.00	£ 111,402.00	53%
REACTIVE ELECTRIC UPGRADES	£ 174,000.00	£ 25,700.00	£ 25,601.31	£ 98.69	15%
KITCHENS AND BATHROOMS	£ 403,500.00	£ 403,500.00	£ 162,937.63	£ 240,562.37	40%
DECENCY FAILURES	£ 107,900.00	£ 60,000.00	£ 60,000.00	£ -	56%
ASBESTOS SURVEYS/ REMOVALS		£ 30,000.00	£ 15,735.00	£ 14,265.00	
THERMAL EFFICIENCY	£ 160,000.00	£ 160,000.00	£ 127,513.60	£ 32,486.40	80%
VOID WORKS	£ 150,000.00	£ 220,000.00	£ 175,376.29	£ 44,623.71	117%
UNADOPTED ROADS	£ -		-£ 622.32	£ 622.32	
ADHOC		£ 50,000.00	£ 49,068.55	£ 931.45	
STAFF COSTS		£ 72,833.00		£ 72,833.00	
OTHER ROOFS			£ -	£ -	
	£ 1,620,000.00	£ 1,620,000.00	£ 909,267.02	£ 710,732.98	

As noted above the capital spend is currently under review.

In general, there is pressure on budgets from Void works – needed when homes become empty and work is needed to bring them up to a standard to be re-let. We are also faced with some remedial works and adaptations that are difficult to anticipate.

The remaining adaptations budget is allocated to one of the properties that we previously considered completing in the next financial year but have brought forward. This still leaves three properties that we know of which will fall into next year.

The windows and doors budget is allocated to particular properties.

Fire risk works are underway the work programme may mean that part of the work needs to fall into next year.

Boiler replacements are roughly on track but a staggered approach is in place to give some flexibility as needed.

With regard to planned rewires of homes, there continues to be significant resistance from tenants to allow access for the work to be done, because of the inevitable disruption caused.

We are therefore seeking to link rewires to other substantial works such as kitchen replacements and voids when appropriate.

The kitchen and bathroom programme is fully committed and will be expended by the year end.

There is one major decency failure identified. This will require a decant.

Thermal efficiency work is progressing as planned but the last element of the programme will potentially be held over to April 2027, in order to retain some budget flexibility.

Void works on empty properties are higher than budget at present but an element of this cost will be reclaimed from the Leeds City Council BuyBack Scheme.

In conclusion, there is a need to retain some flexibility in the budget and several areas are therefore being released in stages. They include (i) the replacement of gas boilers and (ii) thermal efficiency work.

Recommendation:

Board is asked to discuss and ACCEPT the report.

Notes:

10. Homes Asset Management Plan

BITMO

BOARD Report

Meeting Date: October 2026

Report Title: CEO Report

Author(s): Deborah Kelly

For Information-/Decision/Discussion

The principal focus of this report is asset management and the safety and quality of homes managed by BITMO on behalf of Leeds City Council (LCC). Ensuring that tenants live in safe, good-quality and well-maintained homes is a fundamental responsibility of BITMO and a key area of Board assurance.

The report provides an update on the Asset Management Plan (AMP) and projected long-term investment requirements; the funding available to deliver the programme the proposed priorities for investment in 2027/28; progress in improving the quality and completeness of stock condition information; and current performance in relation to key building safety and compliance requirements.

The report provides assurance that BITMO has established arrangements for managing the safety and quality of its housing stock. However, there remain areas requiring active management and Board oversight, particularly electrical safety performance, the completeness of stock condition information and the gap between projected investment requirements and available funding.

A final 2027/28 investment programme will be brought to the Board once further condition surveys have been completed and costs and contractor capacity have been confirmed.

Recommendations

The Board is requested to:

NOTE and DISCUSS the assurance provided in relation to the safety and quality of homes managed by BITMO.

NOTE the projected long-term investment requirement and the current gap between projected investment need and available funding.

ENDORSE the proposed priorities for development of the 2027/28 investment programme.

NOTE the areas requiring continued management attention, particularly electrical safety performance and completion of stock condition surveys.

AGREE that a final 2027/28 investment programme be presented to the Board for approval once detailed surveys, costs and procurement requirements have been established.

Equality, Diversity and Inclusion

Investment decisions have the potential to affect tenants differently according to their individual circumstances. In developing and delivering investment programmes, BITMO will take account of known vulnerabilities and reasonable adjustments and ensure that access to investment is equitable.

Regulatory Framework

This report principally relates to the Regulator of Social Housing's Safety and Quality Standard.

It also supports compliance with:

the Tenancy Standard; the Neighbourhood and Community Standard; the Transparency, Influence and Accountability Standard; and the Tenant Satisfaction Measures Standard.

Regulatory Framework:

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

1. Purpose of the Report

The purpose of this report is to provide assurance to the Board that BITMO has appropriate arrangements in place to understand the condition of the homes it manages, plan investment, monitor statutory and regulatory compliance and maintain safe and good-quality homes.

The report also enables the Board to consider the emerging priorities for the 2027/28 investment programme.

2. Background

The Safety and Quality Standard requires registered providers to understand the condition of their homes and use that information to provide safe, good-quality and well-maintained homes.

Reliable stock condition information is therefore fundamental to effective asset management. It enables BITMO to identify investment requirements, prioritise expenditure and demonstrate that decisions are based upon evidence of the condition and safety of tenants' homes.

The regulatory framework also places significant emphasis on identifying and addressing hazards within homes, including the requirements arising from Awaab's Law.

BITMO's Asset Management Plan was approved by the Board in January 2025 and is reviewed annually.

The AMP provides the framework through which the physical assets managed by BITMO on behalf of LCC are managed. Its objectives are to:

- maintain safe and good-quality homes;
- achieve and maintain the Decent Homes Standard;
- meet statutory health and safety obligations;
- support compliance with the consumer standards;
- improve the thermal efficiency of homes; and
- contribute to wider LCC priorities relating to health, wellbeing and carbon reduction.

The investment programme is informed by stock condition information. Individual building components have assumed lifespans which are used to forecast when investment may be required.

These lifespans are planning assumptions rather than automatic replacement dates. Actual investment decisions are informed by physical condition, risk, statutory requirements, tenant impact and available resources.

3. Long-Term Investment Requirement

Based on the stock condition information currently available for approximately 67% of the housing stock, the estimated component replacement requirement over the next 25 years is:

Period	Estimated Investment	Indicative Annual Requirement
Years 1–5	£9.09m	£1.9m
Years 6–10	£8.47m	£1.7m
Years 11–15	£9.33m	£1.9m
Years 16–20	£9.26m	£1.9m
Years 21–25	£10.84m	£2.1m
Total	£46.99m	c. £1.88m average

These figures should be treated as planning estimates. They will continue to change as the quality and coverage of stock condition information improves and as actual component condition is verified through physical inspection.

Nevertheless, the data indicates a sustained long-term investment requirement of approximately £1.9m per annum at current estimated costs.

4. Funding

LCC typically provides an annual capital investment allowance of approximately £1.5m.

Current stock condition modelling therefore indicates that projected investment requirements are greater than the funding presently available.

The Board has previously agreed that BITMO reserves may, where appropriate, be used judiciously to support investment that provides demonstrable benefit to tenants.

In previous years:

- £200,000 was made available to support thermal-efficiency works; and
- £300,000 was made available to support the 2025/26 investment programme.

The Board has subsequently indicated that the contribution from BITMO reserves should reduce to allow reserves to rebuild.

BITMO is now in year two of the current AMP. An anticipated funding shortfall of £400k in 2027/28 means that prioritisation will become increasingly important over the remaining years of the programme.

The Board should therefore be aware that, without additional resources, it may not be possible to deliver all investment identified through the stock condition model at the point at which components reach their indicative replacement dates. This reinforces the importance of prioritising investment according to risk, statutory obligation, actual condition and tenant impact, rather than age alone.

5. Prioritising Investment

The Board has previously established a hierarchy for prioritising investment.

Priority 1 – Safety and statutory requirements

- health and safety;
- statutory compliance; and
- maintaining the Decent Homes Standard.

Priority 2 – Condition and tenant outcomes

- tenant priorities and preferences;
- thermal efficiency; and
- investment which contributes to reducing anti-social behaviour or improving neighbourhood conditions.

Priority 3 – Wider strategic outcomes

- carbon reduction; and
- environmental and green-space improvements.

This hierarchy ensures that limited resources are directed first towards matters presenting the greatest risk to tenants or the organisation.

On this basis, the emerging priorities for the 2027/28 investment programme are:

- heating-system renewal;
- roofing;
- thermal-efficiency measures;
- kitchen and bathroom replacement; and
- responsive or ad hoc investment where individual properties are identified as non-decent or where significant condition issues require intervention.

6. Developing the 2027/28 Programme

Further work will now be undertaken before a final programme is presented to the Board.

Stock condition surveys - A further 514 stock condition surveys have been released to LCC to support achievement of the stock condition survey target agreed with the regulator.

Detailed component inspections- Surveyors will undertake more detailed physical inspections of the components identified as potential priorities for investment.

This will allow BITMO to distinguish between components which have reached an indicative age and those which genuinely require replacement. The stock condition database will be updated accordingly.

Contractor capacity- Potential contractors will be engaged at an early stage to establish their capacity to deliver the proposed programme. Where appropriate, procurement and delivery may be structured across more than one financial year to provide greater certainty and improve deliverability.

Procurement- Leeds Procurement Service will be asked to prepare the necessary tender and contractual documentation where formal procurement is required.

Board approval- Once detailed inspections have been completed and reliable cost information obtained, a final programme will be presented to the Board for approval.

7. Building Safety and Quality Assurance

Good asset management requires both reliable information about the condition of homes and effective arrangements for monitoring statutory and regulatory compliance. BITMO therefore maintains a building safety and compliance dashboard which is monitored regularly and reported to the Board.

Overall, the dashboard provides assurance across the majority of compliance areas. However, electrical safety performance remains below the required standard and requires continued management attention.

Gas Safety- Gas-safety performance remains closely controlled. Where a property does not have a current CP12 certificate, the household is within the established access and escalation procedure. BITMO is also contacting tenants whose homes do not currently have a utility supply. The objective is to support reinstatement of the supply wherever possible and, where this cannot immediately be achieved, to establish whether an appropriate alternative source of heating is available.

Electrical Safety- Performance against the electrical-safety Key Performance Indicators (KPI's) remains below the required standard. BITMO is working with Leeds Building Services to improve delivery and reduce the number of properties without an in-date electrical inspection. This remains an area of enhanced management oversight and will continue to be reported to the Board until performance reaches the required level.

Stock Condition Information-Improving the quality and coverage of stock condition information remains a priority. Over the last 12 months, BITMO has increased stock condition coverage from approximately 55% to 67%. The current objective is to achieve coverage of up to 80% by the end of the financial year. Increasing the completeness of this information will strengthen the evidence base for future investment decisions and improve the accuracy of long-term financial forecasting.

8. Board Assurance

On the basis of the information presented, the Board can take assurance that BITMO has established systems for:

- understanding the condition of its housing stock;
- identifying long-term investment requirements;
- prioritising investment according to risk and condition;
- monitoring key statutory building-safety obligations;
- improving the completeness of its stock condition information; and
- developing and procuring planned investment programmes.

There are, however, three areas which require continued Board oversight:

1. Electrical safety – performance remains below the required standard and improvement action is underway.
2. Stock condition information – coverage has improved significantly but remains incomplete.
3. Investment capacity – projected long-term investment requirements exceed the level of funding currently available.

These issues do not undermine the overall asset-management framework but require continued monitoring and active management.

9. Conclusion

BITMO has an established framework for maintaining the safety and quality of the homes it manages and for planning future investment. Stock condition information is improving and is increasingly being used to target investment according to actual condition and risk rather than simply component age. The emerging 2027/28 programme will prioritise safety, statutory compliance, Decent Homes requirements and the condition of individual properties. The principal strategic challenge remains the gap between the level of investment indicated by the stock condition model and the resources currently available. This will require careful prioritisation and ongoing engagement with LCC.

A fully costed 2027/28 programme will therefore be brought back to the Board for approval following completion of the next stage of condition surveys and procurement work.

	Ref	Indicator	Description	Target	FY 2026-2027						Comments	Comments
					April	May	June	July	August	Q1 2026-27		
1. Tenant Satisfaction Measures	BS01 (TSM)	Gas Safety Checks	Proportion of homes for which all required gas safety checks have been carried out	100%	98.12%	96.28%	97.57%	99.23%	98.89%	98.07%	1803/1817 properties have a valid CP12 in July 26	1782/1802 properties have a valid CP12 in Aug 26
	BS02 (TSM)	Fire Safety Checks	Proportion of homes for which all required fire risk assessments have been carried out	100%	100%	100%	100%	100%	100%	100%	All FRA for BITMO properties now complete	All FRA for BITMO properties now complete
	BS03 (TSM)	Asbestos Safety Checks	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%	91%	96%	99%	99%	100%	97%	80 properties (327 dwellings) blocks require reinspections - 79 properties(321 dwellings) have had a reinspection carried out - 1 properties (6 dwellings) require a reinspection- Risk is very low - 1 property (4 dwellings) NAD	80/80 properties (327 dwellings) blocks have now had a reinspection carried out
	BS04 (TSM)	Water Safety Checks	Proportion of homes for which all required legionella risk assessments have been carried out	100%	100%	100%	100%	100%	100%	100%	7 properties affecting 6 dwellings are compliant - New LRA and testing completed in July 2026	7 properties affecting 6 dwellings are compliant - New LRA and testing completed in Aug 2026
	BS05 (TSM)	Lift Safety Checks	Proportion of homes for which all required communal passenger lift safety checks have been carried out	N/A	N/A	N/A	N/A	N/A	N/A	N/A	BITMO has no communal Passenger Lifts	BITMO has no communal Passenger Lifts
	RP01	Decent Homes	Proportion of homes that do <u>not</u> meet the Decent Homes Standard	≤ 1%	TBC	0.6%	0.2%	0.3%	0.3%	0%	5 Non Decent Properties - 3 long standing cases - 2 void properties that need major work	5 Non Decent Properties - 3 long standing cases - 2 void properties that need major work
	RP02a	Repairs Completed in Target (Emergency)	Percentage of emergency repairs completed within target timescale	≥ 94%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	119/119 Emergency repairs were completed in time for July 26	100/100 Emergency repairs were completed in time for Aug 26
	RP02b	Repairs Completed in Target (Non-Emergency)	Percentage of non-emergency repairs completed within target timescale	≥ 85%	73.9%	80.6%	98.2%	75.5%	91.9%	82.32%	203/269 non - emergency repairs were completed in time for July 26	261/284 non - emergency repairs were completed in time for Aug 26
	TP05 (TSM)	Tenant Satisfaction that the Home is Safe	Proportion of respondents who report they are satisfied that the home is safe	≥ 80%								
	BS06a	Gas Services Overdue	Proportion of gas services overdue and within access procedure process	≤ 0.2%	0.89%	1.88%	1.82%	0.44%	1.10%	0.0%	8/1817 propeties have an overdue CP12 Certificate and are in the access procedure	20/1817 propeties have an overdue CP12 Certificate
2. Housing Leeds KPIs	BS06b	Gas Servicing - Non-Domestic	Proportion of non-domestic gas services carried out	100%	100%	100%	100%	100%	100%	100%	3 Properties - 28 Belle Isle Circus (16/01/2026), Broom Nook Community room (01/11/2025) - 3 Winrose Grove decommissioned	
	BS07a	Gas Audits - Workmanship	Proportion of gas quality control audits passed - workmanship - cumulative score	≥ 90%	100%	100%	100%	100%	100%	100%		
	BS07b	Gas Audits - Paperwork	Proportion of gas quality control audits passed - paperwork - cumulative score	≥ 90%	100%	100%	100%	100%	100%	100%		
	BS08a	Electrical Testing - Fixed Wired Domestic	Proportion of homes with an in-date Electrical Installation Condition Report (EICR) - Domestic	100%	91.6%	91.7%	91.7%	91.7%	92.5%	91.93%	1666/1817 properties have a valid EICR	1675/1817 properties have a valid EICR
	BS08b	Electrical Testing - Fixed Wired Communal	Proportion of homes with an in-date Electrical Installation Condition Report (EICR) - Communal	100%	46.15%	46.15%	46.15%	46.15%	53.85%	46.15%	6/13 communal areas have an up to date EICR On priority list for LBS	7/13 communal areas have an up to date EICR On priority list for LBS
	HMA6	Void Properties	Proportion of void properties (HMA2) expressed as a % of total stock	≤ 1%	1.00%	0.94%	0.83%	0.94%	1.10%	0.96%	17/1817 void properties in June 26	20/1817 void properties in June 26
	BS09a	Fire Safety - HRRB	Proportion of Fire Risk Assessment completed for High Risk Residential Buildings (in scope of Building Safety Act)	100%	N/A	N/A	N/A	N/A	N/A	N/A	BITMO has no high rise blocks	BITMO has no high rise blocks
	BS09b	Fire Safety - Non-HRRB	Proportion of Fire Risk Assessment completed for non-High Risk Residential Buildings (out of scope of Building Safety Act)	100%	100%	100%	100%	100%	100%	100%	47/47 FRA completed	47/47 FRA completed
	BS09c	Fire Safety - FRA Action Monitoring - HRRB	Proportion of Priority A Significant Findings outside target timescale - High Risk Residential Buildings (in scope of Building Safety Act)	< 0.01%	N/A	N/A	N/A	N/A	N/A	N/A	BITMO has no high rise blocks	
	BS09d	Fire Safety - FRA Action Monitoring - Non-HRRB	Proportion of Priority A Significant Findings outside target timescale - non-High Risk Residential Buildings (out of scope of Building Safety Act)	< 0.01%								
	BS10	Fire Alarms	Proportion of fire alarms tested within programme	100%	100%	100%	100%	100%	100%	100%	5/5 Fire alamsrs tested weekly by BITMO - Annual Service to be booked in with LBS	
	BS11	Fire Fighting Equipment	Proportion of fire fighting equipment maintenance visits completed within target	100%	100%	100%	100%	100%	100%	100%		
	BS12	Emergency Lighting	Proportion of emergency lighting maintenance visits completed within target	100%	100%	100%	100%	100%	100%	100%		
	BS13a	Flat Entrance Doors External Inspection	Proportion of flat entrance door inspections completed within programme - process followed and external inspection completed	100%	100%	100%	100%	25%	100%	100%	36/142 fire doors checked both side with 96 visual inspections on fire door carried out in July 26	
	BS13b	Flat Entrance Doors Inspected Both Sides	Proportion of flat entrance door inspections completed within programme - access gained and both sides of door inspected	≥ 70%								
	BS14	Stock Condition	Proportion of homes that have had a full stock condition survey completed in the last 5 years	≥ 90%	64%	65%	67%	75%	78%	67%	1207/1609 properties have a SC survey completed in the last 5 years - included in this is the stock condition of the 3/2 storey block externally - 514 have been released to LCC to survey to achieve target agreed with regulators	1247/1609 properties have a SC survey completed in the last 5 years - included in this is the stock condition of the 3/2 storey blocks externally - 514 have been released to LCC to survey to achieve target agreed with regulators
	BS15	Damp & Mould	Number of open damp & mould cases	18	30	12	3	5	5	1%	We have 5 open D&M cases in July 26 - 1 significant case - no access from tenant and no response to calls or voicemails - will continue to try and contact the tenant	We have 5 open D&M cases in Aug 26 - 1 significant case - no access from tenant and no response to calls or voicemails - will continue to try and contact the tenant
	BS16	Sprinkler Maintenance	Proportion of homes for which sprinkler maintenance inspections have been carried out	100%	N/A	N/A	N/A	N/A	N/A			
	BS17	Asbestos Action Monitoring	Proportion of actions identified at asbestos inspections within target	100%	100%	100%	100%	100%	100%	100%		
	BS18	Water Hygiene Action Monitoring	Proportion of actions identified at water hygiene inspections within target	100%	100%	100%	100%	100%	100%	100%		
	BS19	Carbon Monoxide Detectors	Proportion of homes containing fixed combustion appliances with carbon monoxide detectors installed	100%	100%	100%	100%	100%	100%	100%		
	BS20	Smoke Detectors	Proportion of homes with smoke detectors installed	100%	100%	100%	100%	100%	100%	100%		
	BS21	Radon Testing	Proportion of radon testing undertaken against programme (note - programme commenced July 2023 and runs to July 2025)	188								

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Recommendation:

The Board is requested to:

1. NOTE and DISCUSS the assurance provided in relation to the safety and quality of homes managed by BITMO.
2. NOTE the projected long-term investment requirement and associated funding pressure.
3. ENDORSE the proposed priorities for development of the 2027/28 investment programme.
4. NOTE the improvement required in electrical-safety performance and the action being taken.
5. NOTE progress in increasing stock condition information from 55% to 67%, with an ambition to achieve up to 80% by year end.
6. AGREE that the final, costed 2027/28 investment programme be presented to the Board for approval.

Notes:

11. Board forward plan

BITMO

Board of Management Report



Meeting Date: 15th October 2026

Report Title: Board Forward Plan

Author(s): Peter Olver

For Information/ Decision/ Discussion

Executive Summary:

The report provides a summary of the agreed plan with suggested changes.

Recommendations:

Board are asked to Accept the report.

Equality Diversity and Inclusion

Equality, diversity and inclusion has been considered in the programmes below.
The Plan will allow flexible and accessible methods of working

Community Consultation

The Plan is drawn from available community consultation where possible.

Financial implications

There are no financial implications.

Risk implications

The key risk is that the plan does not cover the breadth and level of work needed. Governance arrangements should establish and maintain clear roles, responsibilities and accountabilities for the Board.

Links to Regulatory Framework:

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

(i) Meetings schedule

Meeting structure:

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	

(iii) BITMO Board meetings 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	<i>Are we financially sustainable and what are we going to deliver next year?</i>	<i>Are we making a difference for tenants?</i>	<i>Are we a well governed and inclusive organisation?</i>	<i>Are we safe, compliant and managing risk effectively ?</i>	<i>Are our homes fit for the future ?</i>	<i>Are we governing effectively?</i>
	Budget preparation	Budget approval	Q4 KPIs	Statutory Accounts	Q2 KPIs	Governance review, board training and forward plan
	Annual Repairs Review	Annual Review of tenant engagement	Annual Review of Safeguarding	Health and Safety Report	Board elections	Annual Self assessment
	Corporate KPIs	TSMs	HR Report	Risk Map review	Stock Condition Review and investment parameters	Regulatory compliance
	Risk Map review	Annual Review of Complaints	Reports from Committees	Reports from Committees	Planned programme tracker	Finance monitoring
	Business plan and annual plan	Reports from Committees	Finance monitoring	Finance monitoring	Reports from Committees	Annual governance self assessment
	Draft investment plan	Annual ASB review	EDI Review	Retirement Life Report	Finance monitoring	CEO Report
	CEO Report	Local Pride	CEO Report	Policy approvals overview	Business plan and annual plan	
		CEO Report		CEO Report	CEO Report	
				AGM preparation		

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Recommendation

Board is asked to discuss and ACCEPT the above forward plan.

Notes**12. Any Other Business**

None as at 8.10.26

Notes

Date of next meeting: 3rd December 2026.

APPENDIX 1

BOARD MINUTES

**BELLE ISLE
TMO
FULL BOARD
Minutes of a Meeting
Meeting held on
Thursday 6th August, 2026**

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

In Attendance: Deborah Kelly (Chief Executive Officer)
Peter Olver (Head of Governance & Finance)
Curtis Jenner (Head of Repairs and Maintenance)
Lindsay Metcalfe (HR Manager)
Tracey McGarry (Governance & Admin Support Officer - BITMO)

PART A – Public Agenda Items

Apologies

Apologies were received from: Simon Richardson, Peter Sutton, Emma Pogson-Golden and Emma Walkley.

Questions from the Public

No questions from the public were raised.

Issues raised by Board Members for the Agenda

No additional items were raised.

Presentations

The Board thanked Jean Burton, who is stepping down from her role. Jean has been a resident of the estate for 60 years and has served on the Board for an incredible 22 years. As one of BITMO's founding Board members and its longest-serving member, she has made an outstanding contribution to the organisation and the community.

The presentation of the In Memoriam tree proposal on Belle Isle Circus has been postponed until the next meeting.

1. Board Declarations

No further declarations of interest were made. Board Members confirmed that all papers had been read and understood.

2. Minutes and Actions of the previous meeting

Action	Description	Owner
1	Tree Nursery: PO confirmed that a grant has been secured but there is a delay in the final lease being drawn up by LCC to issue to Fruitworks.	PO/PS
2	GATE Signage: Progress is with the contractor who is constructing a newsboard to be installed outside the GATE.	PS/CJ
3	Swamp consultation: Feedback has been positive and the multi game structure is being refurbished which includes painting and soft surface along with a bin and a bench been added to site.	PS
4	Results of planned works and customer service survey findings via tenant communications are pending report to the Board.	DK
5	Board training: EDI training being completed with online support.	PO/TM
6	Board appraisals will be completed in the week commencing 10 Aug	TM/DK
7	Communications Plan and website improvements on Aug agenda.	DK/PS
8	TIAA audit representative, David Robinson, presented to Operations Committee on 25 th June.	PO/DK
9	Ian Montgomery of LCC presented the work of the LCC Scrutiny Board to the Operations Committee on 25 th June.	PO/DK

Recommendation for Approval

- (i) The Board requested further information from Fruitworks on the grant obtained relating to the site.
- (ii) Next Board training module will be Safeguarding.
- (iii) Ian Montgomery to be invited to October's Operations Committee meeting due to technical difficulty causing issues for quality discussion.

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

3.Operational Report

The Chief Executive Officer presented the Operational Report. The Board reviewed the revised BITMO Values, noting that the revisions were intended to provide stronger guidance for tenants and a clearer statement of the organisation's expectations and commitments.

Members discussed the importance of ensuring that supporting documents clearly demonstrate accountability to tenants and reflect how the organisation's values are applied in practice. The Board noted that previous feedback from Board Members had been incorporated into the revised wording.

Further change has been asked to be made to the collaboration value, to ensure that tenants understand that this includes their ideas and support to find a solution. With additional wording to be included to explain the methods and plan BITMO will adopt to support the following of policies and procedures.

The Board received an update on progress with discussions between Belle Isle TMO and Leeds City Council regarding the Modular Management Agreement (MMA). It was reported that several areas had been identified for potential review, including tenancy enforcement, rent collection, compliance, anti-social behaviour and procurement responsibilities. Members were advised that discussions with Leeds City Council had been constructive and that legal advice obtained by the Council had confirmed that a further test of competence was not required in relation to the proposed areas under consideration.

Cllr Wayne Dixon raised a query regarding the timescales for completing adaptations for disabled tenants. In response, Curtis Jenner, Head of Repairs and Deborah Kelly, CEO clarified that the 20 working day timescale relates to the period within which a decision is made on whether permission for an adaptation will be granted. It was explained that the completion of any approved adaptation is dependent on the nature and complexity of the individual case, including any assessments, permissions and works required.

Councillor Wayne Dixon asked whether more could be done to support tenants with housing applications and mutual exchanges, particularly following the closure of the mutual exchange website. It was suggested that BITMO could consider holding information sessions or advice events at the GATE to help residents understand the housing application process, explore mutual exchange opportunities and receive support with completing applications. Officers welcomed the suggestion and agreed that opportunities to provide additional support and guidance for tenants would be considered as part of ongoing service development.

The importance of residents completing incident diary sheets to provide evidence of ongoing anti-social behaviour issues was discussed. Members recognised that diary sheets play a key role in helping staff and partner agencies understand the nature, frequency and impact of incidents and support appropriate enforcement action where necessary.

Paul Truswell suggested that opportunities be explored to develop apprenticeship roles in partnership with Fruit Works Co-operative, particularly aimed at young people from the local area.

Recommendations:

- (i) The Board **ACCEPTED** the report.
- (ii) The Board **APPROVED** the revised BITMO values with included changes
- (iii) The Board **APPROVED** the Service Standards

4.Risk Map Review

The Board received the updated Risk Map and considered the organisation's current risk profile and the measures in place to manage key strategic and operational risks. Discussion focused on the importance of maintaining effective governance, strong financial management and high service standards to ensure that BITMO continues to meet its objectives and regulatory requirements. Members noted that the majority of identified risks were subject to effective controls and mitigation measures and that the overall risk profile remained consistent with that of similar organisations.

The Board recognised the need to continue raising awareness of opportunities for tenants to become involved in the governance of the organisation. Peter Olver advised that there had been encouraging interest from residents, with several nominations already received for this year's Annual General Meeting and a number of people intending to stand for election to the Board. Members welcomed this positive response, recognising it as an important step in strengthening tenant involvement and supporting the future sustainability of the organisation. The Board was pleased to note the growing interest in Board membership and the opportunities this presents for developing future community leaders.

Members also discussed succession planning within the leadership team, noting the importance of retaining organisational knowledge and developing future leaders as several senior staff are expected to retire over the coming years. The Board recognised the need to continue investing in staff development, training and learning opportunities to enable employees to broaden their skills and progress into more senior roles in the future. Supporting staff to develop and step up into leadership positions was seen as an important part of mitigating succession risks and maintaining organisational resilience.

The Board welcomed the reduction in a number of previously identified risks, including those relating to the management allowance, stock condition information, customer intelligence and support for residents experiencing financial hardship. It was also noted that Risk 8, relating to Funding, Reserves and Treasury, should show a residual risk rating of "Low" in the final column of the risk table. Following discussion, the Board was satisfied that appropriate arrangements were in place to identify, monitor and manage risk across the organisation and accepted the report.

Recommendations:

The Board **ACCEPTED** the report.

5. Communications Plan

The Board received and discussed the draft Communications Plan, which sets out how BITMO will improve communication with tenants, increase understanding of tenant management and encourage greater participation in the organisation. Members welcomed the range of communication channels proposed, including the website, newsletters, Facebook, Instagram, email, text messaging and community noticeboards.

Discussion took place around digital inclusion, with Board members recognising the importance of providing support to residents who may lack the confidence or skills to access services online. It was agreed that opportunities for digital support and training should continue to be promoted. At the same time, the Board acknowledged that not all tenants are digitally enabled and stressed the importance of maintaining traditional communication methods to ensure that information remains accessible to all residents.

Members supported making greater use of Facebook and Instagram to promote BITMO's services, showcase community activities and highlight the positive work taking place across Belle Isle. It was also suggested that greater use should be made of established Belle Isle and South Leeds Facebook groups, which already have significant local followings and provide a valuable way of reaching residents who may not engage directly with BITMO's own social media platforms.

The Board agreed that these channels should be fully utilised and developed before any decision is made to establish a TikTok presence. Members noted that TikTok would remain under consideration for the future, but only once existing communication channels and social media opportunities had been fully explored and maximised.

Following consideration of the proposals, the Board endorsed the overall approach and accepted the Communications Plan, subject to ongoing review and development.

Recommendations:

The Board **ACCEPTED** the Communication Plan.

6. Annual Retirement Life Report

The Board received the Annual Retirement Life Report, which provided an overview of the services delivered to older and vulnerable tenants during 2025/26.

The report highlighted that residents received an average of 143 welfare checks each week, equating to approximately 7,400 contacts over the year through face-to-face visits, telephone calls and text messages.

Attendance at residents' meetings had improved slightly and the Board welcomed ongoing efforts to encourage participation and gather feedback from residents.

The Board **ACCEPTED** the report.

7. Draft Reports & Financial Statements 2025-26

The Board received and considered the draft Annual Report and Financial Statements for the year ended 31 March 2026. The audit was still in progress, and no amendments had been identified at the time of reporting. A minor amendment had been made to the Board Report to refer to "homes" rather than "units of stock". The report summarised the organisation's achievements and challenges during the year, set out future priorities, and included a statement of Board responsibilities and an assessment of the organisation's long-term financial position.

Overall service performance remained positive, with tenant satisfaction increasing to 76%, continuing to exceed the wider Leeds City Council average.

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

The accounts showed total income of £3.986 million and an overall deficit of £507k. The main reason for the deficit was BITMO's contribution of £354k towards home improvement works on the estate. Similar contributions have been made in previous years as part of managing reserve levels.

The balance sheet set out the organisation's assets and liabilities, including bank balances, reserves, amounts owed by Leeds City Council and amounts owed to contractors and suppliers. The cash flow statement showed movements in bank balances during the year, and the notes to the accounts provided further explanation of the figures and accounting assumptions.

The Management Accounts showed total expenditure of £4.186 million against a budget of £4.092 million, resulting in an operating deficit of £154k before capital contributions. Higher than expected repair costs were the main reason for the overspend. This reflected increased contract costs, additional work on empty properties, planter maintenance costs and office lighting upgrades. Savings were achieved in several other areas due to staff vacancies, lower staffing costs and reduced running costs.

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)	

Income was £39k higher than budgeted due to additional void incentive payments, higher bank interest and grant funding. Following the contribution of £354k towards home improvement works, the overall deficit for the year was £507k, compared with a budgeted deficit of £198k. Part of the additional capital spending related to a fire-damaged property, most of which has since been recovered.

Recommendation:

The Board **ACCEPTED** the Draft Reports and Financial Statements for the year ended 31 March 2026, subject to any minor audit adjustments.

8. Operations Committee Report

The Board received the report from the Operations Committee and considered the key matters discussed at its meeting on 25 June 2026. Members heard that performance remained positive overall, with recent Tenant Satisfaction Measure results showing improvements.

The Board welcomed progress towards strengthening tenant scrutiny arrangements and supported proposals for the Committee to take a lead role in overseeing scrutiny activity on behalf of the organisation. Members noted the intention to involve tenants directly in future scrutiny exercises and agreed that this would provide valuable opportunities for residents to influence services. The proposal to rename the Committee as the Operations and Scrutiny Committee was also supported.

An update was also received regarding liaison with Leeds City Council tenant engagement and scrutiny arrangements. Members welcomed the opportunity to share learning, training opportunities and scrutiny findings while maintaining BITMO's own independent approach to tenant involvement and accountability. The Board agreed that maintaining strong links with partner organisations would continue to support service improvement and best practice and would like to invite Ian Montgomery to attend the next Board meeting to revisit the item.

Recommendations:

- (i) **APPROVED** renaming the Committee as the Operations and Scrutiny Committee,*
- (ii) **AGREED** the proposed scrutiny arrangements,*
- (iii) **ACCEPTED** the Internal Audit Programme, noted good performance results and*
- (iv) **APPROVED** the revised governance meeting structure.*

9. Finance Committee Report

The Committee received an update on the 2025/26 financial position. Detailed management accounts were not yet available due to ongoing work to transfer and reconcile information from the new accounting system.

At July 2026, the year-end position was expected to show a significant deficit, mainly due to BITMO's £354k contribution towards home refurbishment works on the estate. In addition, a deficit of around £100,000 was forecast from normal operations, together with £36k of Community Fund spending.

The projected operating deficit of £136k reflected increased repair costs following the 9% increase in the main repairs contract, along with additional spending on planter maintenance, kitchen improvements and office redevelopment costs.

Based on the forecast position, reserves were expected to reduce from approximately £1.9 million to £1.4 million. Members noted that part of this reduction

effectively brought forward planned use of reserves that had originally been expected in 2026/27. The planned capital contribution for 2026/27 had since been reduced from £300k to £26,600.

The Committee also received an update on capital spending, including the £354k additional contribution from reserves towards home refurbishment works. This had reduced overall reserves by around 18%.

Members were informed that four properties require major investment works costing more than £365k. These works would normally be funded through Leeds City Council's capital programme, but funding within the current year's programme is fully committed. The works are expected to be progressed as soon as funding becomes available.

Recommendations:

- i) *The Board **ACCEPTED** the above report;*
- ii) *The Board **AGREED** the potential delay of the four major void capital refurbishments detailed in the report until 2027-28.*
- iii) *The Board reviewed and **AGREED** the office refurbishment position.*

10. Board Forward Plan

The Board reviewed the Forward Plan and AGM arrangements.

Recommendation:

ACCEPTED the Forward Plan and noted forthcoming Board elections and AGM preparations.

11. Any other business

No further business was raised.

Date of Next Meeting: Thursday 15th October 2026 at 5.30pm

	Action	Owner
1	Confirmation to be obtained from Fruit Works regarding the proposed grant funded plans for the Tree Nursery and reported to the Board.	PO/PS
2	Progress update to be provided on the installation of the GATE newsboard and signage. Complete as reported to last Operations Committee.	PS
3	Findings from the Planned Works and Customer Service surveys to be reported to the Board and communicated to tenants.	DK
4	Safeguarding training to be arranged as the next Board training module.	PO/TM
5	Board appraisals to be completed.	TM/DK
6	Revised wording to be incorporated into the Collaboration Value to strengthen references to tenant involvement in identifying solutions and supporting compliance with policies and procedures.	DK
7	Opportunities to provide housing application and mutual exchange advice sessions for tenants at the GATE to be explored.	PS/SO
8	Opportunities to develop apprenticeship roles in partnership with Fruit Works Co-operative to be explored.	DK
9	Risk 8 (Funding, Reserves and Treasury) to be amended to show a residual risk rating of "Low" in the final Risk Map.	PO
10	Ian Montgomery to be invited to attend the next Operations & Scrutiny meeting to revisit the discussion on Leeds City Council scrutiny arrangements.	PO

APPENDIX 3

BOARD OFFICER ROLES

BITMO

Board Officer Roles

1. Chair
2. Sub Committee Chair, Vice Chair and Service Leads
3. Secretary
4. Treasurer
5. Member responsible for Complaints

1. Board Officer Role	Chair
Brief Description of role	The Chair is a member and Leader of the Board of management The Chair is elected annually by the full Board at the first Board meeting following the Annual General Meeting (AGM) The Chair helps the organisation establish and achieve its business plan targets, objectives and aims The Chair leads or 'Chairs' TMO Annual General & Board meetings The Chair, in consultation with the Chief Executive, ensures that the Board and sub committees receive appropriate professional advice and support as needed, either from staff or other resources to make decisions The Chair ensures that General Meetings and Board meetings successfully enable TMO and Board members to put across their point of view The Chair ensures that any sub-committee structure carries out its functions On behalf of the Board the Chair delegates Board responsibilities on a day to day basis to the Chief Executive Officer using the Scheme of Delegation Policy The Chair works closely with the Chief Executive and acts as the Chief Executive's Line manager The Chair represents the TMO at any appropriate meetings or events

Experience required	Ability to set a positive example of leadership to other Board members, tenants, staff and partners Leading/Chairing meetings and discussions in a positive manner An ability to manage Board discussions in an assertive but positive fashion in order to hear all opinions but reach a consensus Representing the organisation in discussions and/or meetings with partners Good understanding of setting targets, aims and objectives and ensure that these are reached Good understanding of how a TMO works on a day to day basis and how Council and Social Housing works in terms of finance, lettings, repairs, complaints and staffing Good understanding of the relationship between the TMO and its partners including the Council Good understanding of the legal responsibilities of Board members A strong commitment to the principles of equality and diversity, as well as the Seven Principles of Public Life (often described as the Nolan Principles) of: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership
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2. Board Officer Role	Chair of a Sub Committee, Vice Chair and Service Leads
Brief Description of role	The Vice Chair supports the work on the Chair including deputising for the Chair when required
Experience required	Ability to set a positive example of leadership to other Board members, tenants, staff and partners Leading/Chairing meetings and discussions in a positive manner An ability to manage Board or subcommittee discussions in an assertive but positive fashion in order to hear all opinions but reach a consensus Representing the organisation in discussions and/or meetings with partners An understanding of setting targets, aims and objectives and ensure that these are reached An understanding of how a TMO works on a day to day basis and how Council and Social Housing works in terms of finance, lettings, repairs, complaints and staffing. An understanding of the relationship between the TMO and its partners including the Council An understanding of the legal responsibilities of Board members A strong commitment to the principles of equality and diversity, as well as the Seven Principles of Public Life (often described as the Nolan Principles) of: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership

3. Board Officer Role	Treasurer
Brief Description of role	Ability to set a positive example of leadership to other Board members, tenants, staff and partners The Treasurer, in consultation with the Board, The Chief Executive and Head of Governance and Finance takes a lead on Financial management and direction within the TMO The Treasurer acts as Chair of the Governance and Finance Sub Committee The Treasurer is elected annually by the full Board at the first Board meeting following the Annual General Meeting (AGM) The Chair helps the organisation establish and achieve its financial plan targets, objectives and aims within the business plan The Treasurer manages the TMO's finances in accordance with Financial Standing Orders with the support of the Chief Executive and Head of Governance and Finance. This includes management of; - Annual Budget preparation process - TMO's income (e.g. Management fees and contract payments) - TMO's expenditure (e.g. paying invoices, ensuring staff salary payments, office costs and committee expenses are made, keeping books of account (including cash book & petty cash)) - Payments up to a delegated level set out in Financial Regulations - Relationship with the TMO's bank - Relationship with the TMO's auditors and ensure that auditor recommendations are brought to the attention of the Committee

3. Board Officer Role	Treasurer
Experience required	Ability to set a positive example of leadership to other Board members, tenants, staff and partners Leading/Chairing meetings and discussions in a positive manner An ability to manage subcommittee discussions in an assertive but positive fashion in order to hear all opinions but reach a consensus A good understanding of the financial responsibilities of the TMO An understanding of how the finances of the TMO work on a day to day basis and how this relates to the core activities of the TMO An understanding of setting budgets and financial targets, aims and objectives and how these are monitored in order that they are reached An understanding of the relationship between the TMO and its partners including the Council A strong commitment to the principles of equality and diversity, as well as the Seven Principles of Public Life (often described as the Nolan Principles) of: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership

4.Board Officer Role	Secretary
Brief Description of role	To ensure that notices and agendas of the Annual General Meeting, General Meetings and meetings of the Board are distributed in accordance with the TMO constitution (rules) To ensure that General and Committee meetings are minuted and that minutes are distributed to those entitled to receive them To ensure that BITMO maintains a Register of Members To ensure that audited annual accounts are presented to the TMO's Annual General Meeting To ensure that the TMO complies with its legal requirements To ensure that the TMO's insurances are kept up to date
Experience required	Organisational skills Understanding of the rules of the TMO and processes relating to meetings Understanding of TMO legal and statutory responsibility An understanding of the relationship between the TMO and its partners including the Council A strong commitment to the principles of equality and diversity, as well as the Seven Principles of Public Life (often described as the Nolan Principles) of: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership

4.Board Officer Role	Member Responsible for Complaints
Brief Description of role	To ensure that Board has clear oversight of the volume and type of complaints that BITMO receives, and has a good understanding of the underlying issues that give rise to complaints as well as the actions taken to resolved them. To ensure that BITMO has policies, procedures and service standards in place that provide quality services and minimise tenant complaints.
Experience required	Understanding of the principles of good customer service Understanding BITMO service standards Understanding of TMO legal and statutory responsibilities An understanding of the relationship between the TMO and its partners including the Council A strong commitment to the principles of equality and diversity, as well as the Seven Principles of Public Life (often described as the Nolan Principles) of: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership

APPENDIX 3

COMPLAINTS SELF-ASSESSMENT 2026

Belle Isle TMO: Complaints handling self-assessment 2026

Housing Ombudsman Guidance:

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Self-Assessment

Section 1: Definition of a complaint

Code provision	Code requirement	Comply : Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i>	Yes	Belle Isle TMO (BITMO) has a Complaints Policy (Complaints Information - Belle Isle TMO) for all of its services. The Policy defines a complaint as: ‘An expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.’	Staff training emphasises that complaints may be in writing or given verbally.
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give	Yes	BITMO’s policy states that complaints may be (i) an expression of	See above. Tenants are told that they have the right to raise a complaint whenever the situation demands. If a complaint is received from a third

	them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.		dissatisfaction , however made, and (ii) made via a third party so authorised to act.	party we will check that representative permission is in place. If we don't have permission/advocacy in place to deal with that third party, we will ask for advocacy to be put in place, or address the response to the customer
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	BITMO - This is outlined within the complaints policy.	An assessment is made of service requests and complaints logged where requested/appropriate .
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Investigators are tasked to both deal with the complaint and liaise with relevant teams to see through any outstanding works.	Work continues to resolve a service request issue whilst a complaint investigation is ongoing.
1.6	An expression of dissatisfaction with services made	Yes	Our quarterly overall tenant satisfaction	Surveys are clearly described as such and the reasons for

	through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.		survey (the main survey programme we have in use) makes this clear to residents and signposts to how to log a complaint. People can also leave comments which may be picked up for service delivery.	the survey are made clear.
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Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	BITMO Policy: <i>'What is not a complaint? A request for service, or information, or a complaint about a neighbour or other third party is not a complaint within the terms of this policy. A matter will not be normally considered under this policy if: - the issue giving rise to the complaint occurred over twelve months ago, - it is subject to legal proceedings - it has already been considered under the complaints policy.'</i>	If a complaint is not accepted the customer is written to, with an explanation.
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:	Yes	Reasons for exclusion are explained within the complaints policy (see above).	

	• The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy.			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	We accept all complaints referred to us within 12 months of the issue occurring or the resident becoming aware of the issue unless they are excluded on other grounds. Where the complaint is outside these timescales, we will apply exceptions where it reasonable to do so	
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable	Yes	The customer is informed of the reason why we're unable to investigate and signpost to the relevant appeals process (if	

	for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.		applicable) and to the Housing Ombudsman Service (HOS). If the HOS advises us to reconsider investigating a complaint, we will do so.	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	All complaints are treated individually. Each complaint is dealt with by an investigating officer independent of the service concerned.	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	The Policy states that customers may complain via the following: • In person at the Housing Office (Aberfield Gate LS10 3QH) • To any member of staff when they are on the estate • By telephone (0113 378 2188) • In writing to B.I.T.M.O (address below). • By e-mail to bitmocomplaints@belleislethmo.co.uk • Via our website - www.belleislethmo.co.uk • Via Leeds City Council: email complaints@leeds.gov.uk or phone 0113 222 4405 (Customer Relations) / 0800 188 4000 (Contact Centre). • Via a third party authorised to act on their behalf • Initial complaint communication may be made via BITMO social media. Subsequent dialogue will be conducted via other means in order to respect confidentiality. • Our website information is font flexible and may be accessed via Read Aloud for the hard of hearing. We can also supply literature in large font if required. • We encourage discussion in order to make any reasonable adjustments to the process necessary in	

			order to comply with requests under the Equality Act 2010.	
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	During any enquiry (email, telephone, or in person), if a customer expresses a wish to complain, we will direct or transfer the customer to the Complaints Team. We can also take the complaint on the customer's behalf if appropriate and send this to the Team to log and allocate for investigation. Staff are made aware of the complaint process and their role in supporting customers to access this process.	
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents	Yes	The complaints process is disseminated through regular communication with customers. Levels of complaints are compared to levels of satisfaction measured elsewhere to ensure that there is compatibility. If that is not the case then further investigation will take place. 2025-26 saw an increase in the number of complaints received.	

	are unable to complain.			
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	The policy is signposted in the Help and Support Feedback & Complaints - Belle Isle TMO section of the website, which is designed to be accessible. A printed copy of the policy can be provided on request and in large print and with translations.	
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Details of how we do this are included in the policy.	

3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	We accept complaints from advocates or representatives where this has been agreed with the customer. If no advocacy is in place, we would direct the response to the customer and give advice about how advocacy can be established . If a customer wishes to have an advocate present at any meetings, we will accommodate this where reasonable.	
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	We include information on the Housing Ombudsman, and the Complaint Handling Code on the website: Feedback & Complaints - Belle Isle TMO. Information is also shared via the monthly tenant email, and social media. For those customers who aren't online, we make sure that communication clearly signposts the HOS at the beginning of the complaint's process, and in all stage 2 response letters.	

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or	Yes	The Governance & Finance Team is	

	team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.		tasked with managing this service, including liaison with the HOS and providing information to Board.	
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	The complaints team work with Investigating Officers, who are empowered to resolve complaints and have priority of response when asking staff for information. Investigating Officers are also supported with guidance and advice from the complaints team if needed. Landlord (Leeds City Council) complaint handling training is provided for Investigating Officers.	
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained	Yes	Staff are told of the importance of complaints handling during staff meetings and emails. Investigating Officer training is	

	in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively		undertaken and processes are cascaded to other staff. Complaints investigations have priority responses. All responses are reviewed by senior management.	
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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	The policy is in place for all complaints.	All complaints are treated the same way via the policy.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	BITMO operates a two stage complaints code in line with Housing Ombudsman Service (HOS) guidance.	
5.3	A process with more than two stages is not acceptable under any circumstances	Yes	BITMO operates a two stage complaints code in line with HOS guidance.	

	as this will make the complaint process unduly long and delay access to the Ombudsman.			
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes	Any liaison with third parties is conducted through the BITMO process. There is no duplication.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	As 5.4 above.	
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be	Yes	Written acknowledgements briefly describe the nature of the complaint. For complaints acknowledged over the phone, the officer will clarify all the details with the customer before allocating to an Investigating Officer. As part of the investigation, the Investigating Officer will attempt to speak	

	asked for clarification.		to the customer about their complaint. This is our opportunity to understand the complaint in full, the impact to the customer, and what the customer would like us to do to resolve the complaint.	
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	An initial review of the complaint is conducted by the investigations team to ascertain precisely what the issues are that need to go through the process. Clarification is sought from the complainant and senior officers as necessary.	
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; - and d. consider all relevant information and	Yes	BITMO uses Leeds City Council complaint handling training for Investigating Officers. Further advice and guidance can be obtained from the Complaints Team or the LCC Customer Relations Teams as necessary. Additionally, the LCC Housing Customer Care and Inclusion team provide support sessions for Investigating Officers on individual complaints. All staff also undertake mandatory bi-annual information governance training so that we properly	

	evidence carefully.		manage people's information.	
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	Dialogue is undertaken with the complainant if a time extension is necessary. Means of communication and frequency will be discussed with the complainant.	The customer would be kept up to date with developments during any extension.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	We aim to accommodate requests for reasonable adjustments where possible. Any adjustments would be noted in discussion with the customer. A check would be made to details held on the housing management system (Civica Cx). A record of adjustments would be made through the CRM (CATS). The Policy states: We will seek to make any reasonable adjustments to process necessary in order to comply with requests under the Equality Act. Declared disabilities are recorded on the Housing management System.	BITMO follows the Leeds City Council Individual Needs Policy, which was published during the year. The small nature of the handling team enables extra local focus and understanding of tenant needs. A training programme will be rolled out in coming months by Leeds City Council and BITMO will take part in this to further enhance the service.

			We are committed to understanding the impact of a complaint on a customer, taking their individual circumstances into account. To assist in this, where reasonable adjustments are required concerning how complaints are made, considered, or responded to, we aim to accommodate requests where possible. We encourage in the first instance to discuss any reasonable adjustments with the complaint handling team.	
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	A customer will be provided with reasons for why their complaint isn't being escalated alongside signposting to the relevant appeals process (if applicable) and to the HOS.	
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident,	Yes	A central complaint logging system is maintained of all relevant records and summaries.	

	correspondence with other parties, and any relevant supporting documentation such as reports or surveys.			
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Investigating Officers are empowered to resolve complaints at the earliest opportunity. Investigating Officers are also supported with guidance and advice from the handling team if needed. LCC and in-house complaint handling training is provided for Investigating Officers.	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	BITMO has a Code of Conduct in dealings with residents and the general public. It is made clear that unacceptable behaviour will not be tolerated. We seek as far as possible to apply a balanced approach to ensure residents can maintain access to our service and make service requests. Should any aspect of this policy be applied, officers will also consider any equality considerations. Our Policy details how	

			we manage vexatious complainants.	
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	BITMO will only restrict or reduce customer contact as a last resort to safeguard staff. We will always ensure that a channel of communication is available.	

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Initial complaint screening is undertaken by the Complaints Team and reference is made to a senior manager where needed. All Investigating Officers are encouraged to contact customers as soon as possible to discuss the complaint and what resolution the customer is seeking	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	This is set out in our procedures and template that is sent to Investigating Officers. Logging of complaints is completed by Leeds CC Complaints Team.	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of	Yes	This is set out in our policy.	Between April 2025 and March 2026, 100% of Stage 1 complaints received a response within the initial 10

	the complaint being acknowledged.			working days from acknowledgement or within the extended 10 working day agreed timeframe (2024-25 – 97.3%).
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Initial analysis of the case looks at complexity and the likelihood of responding within timescales. Guidance is given via pro-forma templates to Investigating Officers. Additional guidance has been shared with staff on how to apply extensions where required ensuring that customers are kept updated as to the reason.	
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	As part of the update to the customer about the extension, the contact details for the HOS are provided.	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions	Yes	This is in line with guidance to Investigating Officers.	

	required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Response templates support and guide Investigating Officers to respond to the complaint in full, with all relevant information.	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	Investigating Officers are encouraged to be flexible. At both stage 1 and stage 2, the complainant is given the opportunity to speak with the Investigating Officer for both the Investigating Officer and customer to understand each other's position and to help provide a considered and high-quality response. At this time, additional concerns or queries can be	

			raised, if relevant.	
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.	Yes	Response templates ensure that customers are receiving detailed responses to their complaints..	The response template is in accord with that used by Leeds City Council. These templates are updated when relevant and based on feedback.

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Within our two stage policy, should a customer be unhappy with how their complaint has been handled at stage 1, they are able to escalate this to stage 2. A stage 2	

			response to a complaint would be considered the final decision and would then allow the customer to address their complaint to the relevant Ombudsman Service.	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	This is set out in the policy.	Acknowledgments are logged by Leeds City Council Complaints Team.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Customers are invited, but not required, to set out the reasons for their dissatisfaction and these will be investigated by a senior officer. The complainant is given the opportunity to speak with the Investigating Officer for both the Investigating Officer and customer to understand each other's position and to help provide a considered and high-quality response.	

6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	As per policy, the Stage 2 will be investigated by different officer than the one who conducted Stage 1.	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	The BITMO policy aims for a Stage 2 response within 20 working days.	Between April 2025 and March 2026, 100% of stage 2 complaints received a response in the initial 20 working days from acknowledgement or within the extended 20 working day timeframe (2024-25 100%).
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	The complexity of the case is considered throughout the investigation. If at any time an extension is needed the customer is informed of the valid reasons and a new timescale agreed.	Additional guidance has been shared with staff on how to apply extensions where required ensuring that customers are kept updated as to the reason.
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact	Yes	As part of the update to the customer about the extension, the contact details for the HOS are provided.	In line with the LCC template.

	details of the Ombudsman.			
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	This is in line with guidance to Investigating Officers.	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	As detailed in the response templates and in staff training.	Response templates support and guide Investigating Officers to respond to the complaint in full, with all relevant information.
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered	Yes	The response templates used ensure that customers receive detailed responses to their complaints.	In line with the LCC template.

	to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	As per policy, Stage 2 is dealt with by an appropriate senior officer who will liaise with all relevant staff members before sending a final, considered, response.	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include: • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay;	Yes	The template response used by Investigating Officers prompts the officer to describe the actions they are taking to put things right. For example, putting right any outstanding repairs, undertaking further visits or appointments to support tenants, or working with	Financial compensation may be offered even if not requested by the complainant.

	• Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices.		our contractors to carry out any further works. Any practical action to put the customer back in the position they would have been in if something hadn't gone wrong, including an apology for the failure in service. Investigating Officers have the autonomy to consider a financial remedy if this is appropriate.	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Investigating Officers are encouraged to understand the individual impact of any service failures and take appropriate action. This includes taking measures or steps to support residents with any additional needs.	
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	As per the guidance provided to Investigating Officers.	

7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	HOS Spotlight reports are referred to as necessary and guidance taken.	
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Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: b. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. c. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept; d. any findings of non-compliance with this Code by the Ombudsman; e. the service improvements made as a result of the learning from complaints; f. any annual report about the landlord's performance from the Ombudsman; and g. any other relevant reports or	Yes	Regular complaints management information is given to BITMO Board members to give the opportunity for query and challenge of performance and wider complaints management activity. An annual self-assessment is conducted against the HOS Code and shared with the Board. It delineates any areas of non-compliance with the code and the actions to be taken. Learning from complaints and service improvements are included in the annual review report that is presented to Board.	

	publications produced by the Ombudsman in relation to the work of the landlord.			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Complaint reports are made to the BITMO Board and this and any Board responses are published on the website with board papers.	Future end of year reports to the BITMO Board will be called an 'Annual Complaint and Service Improvement Report'
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	This will be completed as required.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	We will review as per any HOS outcome recommendation.	
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who	Yes	We would update the HOS if relevant and inform residents who may be affected.	

	may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.			
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Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Complaints outcomes are discussed at regular management meetings and the complaints log is also reviewed by managers jointly to monitor lessons learnt.	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Complaint outcomes are regularly discussed at management meetings in order to review lessons learnt. Details are also discussed regularly with the Member Responsible for Complaints (MRC).	
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Lessons learnt are fed back to Board members and staff on a regular basis. We also tie in with LCC personnel and reporting structures.	
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This	Yes	The Chief Executive (aided by the Head of Governance & Finance) is accountable for complaint handling.	

	person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.		Complaints are analysed by type and reviewed for themes, trends, risks and any policy implications.	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	The BITMO Board appoints a Member Responsible for Complaints each year.	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Detailed information and updates are given to the MRC on a regular basis.	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of	Yes	As 9.6 re MRC above. Regular reporting presented to and discussed by management and Board.	

	complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.			
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for	Yes	All staff Are required to: (i) Work with customers to resolve queries at first point of contact where possible (ii) Be familiar with the complaints policy so that they can advise customers about this and how they can access the complaints process if needed. (iii) Take complaints from customers and pass these on to the BITMO Complaints Team.	

	engaging with complaints as set by any relevant professional body.		Investigating Officers Must: • Work with colleagues and other service areas to respond to complaints in line with the Housing Ombudsman Complaint Handling Code • Ensure that individual circumstances are taken into account, and reasonable adjustments considered for customers going through the complaints process • Use the support and training available in order to provide high quality complaints responses • Undertake refresher training every 18 months or more regularly if needed. Managers Help create a strong learning from complaints culture by: (i) regularly monitoring performance and	
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			reviewing the quality of complaint responses across the organisation (ii) identifying and sharing learning from complaints. (iii) supporting teams to resolve issues at the earliest opportunity.	
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