



**BELLE ISLE
TENANT MANAGEMENT ORGANISATION
OPERATIONS & SCRUTINY COMMITTEE
MEETING**

AGENDA AND PAPERS (PART A)

Wednesday 16th September 2026 at 2.00pm

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

Notes:

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

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

OPERATIONS & SCRUTINY COMMITTEE MEETING

Meeting to be held on
Wednesday 16th September 2026
at BITMOs GATE at 2.00pm
(With online access available)

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

Presentations:

- Bitesize learning – Rent collection and support
- TIAA Internal Audit firm report

AGENDA:

- Apologies.
1. Declarations (page 4)
 2. Minutes and Matters Arising (page 5 and Appendix 1, page 31)
 3. Tenant Scrutiny (page 6)
 4. Performance Reporting (page 13)
 5. GATE programme (page 27)
 6. Any other business (page 30)

1. Declarations

1.1 Declarations of Interest

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

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

1.2 Declaration of Understanding

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

Recommendation:

Committee is asked to make declarations as required above.

Notes:

2. Minutes and Matters Arising

In this part of the meeting the Committee will consider the minutes and matters arising from the Committee meeting held on 25th June 2026 (**Appendix 1**). The table below details updates on items not dealt with elsewhere on the agenda.

Operations Committee 25th June 2026

Item per Minutes below	Update
Tenant Scrutiny liaison with LCC.	Following the presentation from Ian Montgomery of LCC at the meeting, the Committee agreed the paper presented and the procedures outlined. It was subsequently requested that a follow up discussion be held to look at some .
Internal Audit work.	Following the presentation by David Robinson of TIAA, the Committee approved the Audit Plan. The first audit report on Damp & Mould is in process of being completed.
Further tenant satisfaction survey work.	Survey agreed and underway – Option 1 at c£6k.
Performance comparators	Beeston & Holbeck to be included in the comparator tables going forward, as well as Hunslet & Riverside and Middleton.
Tree Nursery	Heads of Terms agreement signed – awaiting full lease from LCC legal Services.

Recommendation:

The Operations Committee is asked to APPROVE the draft minutes.

Notes:

3. Tenant Scrutiny

BITMO

Operations & Scrutiny Committee Report

Meeting Date: 16th September 2026

Report Title: Tenant Scrutiny

Author(s): Deborah Kelly

For Information/ ~~Decision~~ Discussion

Executive Summary:

The report presents a proposal for a scrutiny process to be carried out by the Operations & Scrutiny Committee with involvement of tenants that is linked into and aligned with the arrangements in LCC.

There will be two scrutiny exercises per year. The first will focus on the allocation and letting of BITMO homes and the management of vacated properties.

The results will be shared with LCC as part of their assurance arrangements. The findings conclusions and recommendations will be presented to Board upon completion. Board will then respond to the scrutiny report and identify how it will carry forward the recommendations made.

Equality Diversity and Inclusion

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

Regulatory Framework:

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

3.1 Scrutiny Liaison

Following on from the presentation at the Operations Committee meeting on 25th June, Mr Ian Montgomery has been invited back to discuss further the issue of joint working.

The first exercise to be undertaken will focus on the allocation and lettings of BITMO homes and the management of vacated properties.

3.2 Scrutiny Exercise

Scrutiny Exercise: Allocations, Lettings and Void Management

Purpose of the 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.

The purpose of the exercise is not simply to understand how the service operates. It is to test how well it operates, identify what works well, examine where improvements could be made, and make evidence-based recommendations to the Board.

What is scrutiny?

Scrutiny is a detailed examination - a 'deep dive' - into the nuts and bolts of a service.

Scrutiny panel members act as inquirers. Their role is to ask questions, examine evidence, observe services in practice and reach their own conclusions.

The panel will then make recommendations for improvement. These recommendations will be presented to the Board, which will formally consider and respond to them. Agreed actions will then be allocated to staff and monitored through to completion.

It enables Committee members to develop a rich and critical understanding of:

- what the service is intended to achieve;
- how the service actually operates;
- who is responsible for each part of the process;
- what tenants and customers experience;
- how performance is measured;
- whether policies and procedures are being followed;
- whether resources are being used effectively;
- what is working well;
- what could work better; and
- what improvements should be made.

The questions scrutiny might ask

Who? What? When? Where? Why? How? How much? And, importantly, how do we know?

Who is responsible for each stage of the process?

What happens at each stage?

When should it happen and how long should it take?

Why do we do it this way?

Are policies and procedures being followed consistently?

Could the process be simpler, quicker or more effective?

What does the process cost?

What do tenants experience?

How do we measure performance?

How do we know whether the service is successful?

How does our performance compare with our targets?

Where do delays or problems occur?

What evidence supports what we are being told?

What could we do differently?

What would a better outcome look like?

The Committee should be prepared to follow the evidence and ask further questions where necessary.

The Service Being Scrutinised

Allocations

Allocations is the process of determining who should be offered a property.

advertising the property;

working through the Choice Based Lettings (CBL) system;

establishing who is eligible for the property;

checking the applicant's circumstances and suitability;

considering whether adaptations are required;

identifying any support needs;

completing the necessary checks; and

determining whether an offer should be made.

Lettings

Lettings is the process of turning an offer of accommodation into a new tenancy.

making the offer;

arranging and undertaking a viewing;

completing the tenancy sign-up;

explaining the tenancy agreement and the rights and responsibilities of the tenant;

ensuring the new tenant has the information and support they need; and

commencing the tenancy.

Void Management

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.

receiving and managing the termination of the previous tenancy;

inspecting the property;

clearing the property where necessary;

identifying and specifying required works;
completing repairs and other works;
ensuring the property meets BITMO's lettable standard;
arranging or commissioning utilities and other necessary services;
completing appropriate safety and compliance checks; and
handing the property over for letting.

These three processes are closely connected. Delays or problems at one stage can affect the whole relet process and ultimately affect both tenants and BITMO's performance.

Evidence and Standards

The principal documents governing this area of work are:

Leeds City Council Allocations Policy;
BITMO Lettable Standard; and
BITMO Void Management Procedure

The Committee may request other evidence where this would help it answer its questions. This could include performance data, individual case examples, photographs, inspection records, schedules of work, costs, customer feedback, complaints, staff information and benchmarking information.

A key performance measure is the void relet time KPI, but scrutiny should look beyond a single KPI. The Committee should consider the overall quality, timeliness, consistency, cost and customer experience of the service.

The Scrutiny Process

The Operations and Scrutiny Committee is invited to shape the scrutiny process and determine the questions it wishes to investigate.

Stage 1 - Understanding the Service

Committee members will receive an overview of the allocations process, lettings process, void management, the Choice Based Lettings system, the BITMO Lettable Standard, relevant policies and procedures, and current performance.

Having gained an overview of the service, the panel will identify its initial lines of enquiry - the questions it wants answered and the evidence it wants to see.

Stage 2 - Seeing Voids in Action

Panel members will accompany the Maintenance Surveyor to inspect a selection of current void properties.

Members will be able to see properties at different stages of the void process, examine schedules of work, consider how the lettable standard is applied in practice, understand what work is required and why, explore timescales and costs, and see practical issues involved in preparing properties for reletting.

Following the visits, the panel will review its lines of enquiry and identify any additional questions or evidence it requires.

Stage 3 - Shadowing the Allocations and Lettings Process

Scrutiny panel members will be invited to observe key parts of the allocations and lettings process, including how officers work through the CBL list, how applicants are assessed, how an offer is progressed, a property viewing and the tenancy sign-up process.

This will allow members to compare written procedures with what happens in practice and consider the experience from the prospective tenant's point of view.

Stage 4 - Scrutiny Meeting

The Operations and Scrutiny Committee will convene to investigate the lines of enquiry it has identified. Relevant staff will attend to answer questions.

The Committee may request evidence to support the answers provided. Where evidence is not immediately available, it will be provided following the meeting.

The Committee's role is to test and evaluate the evidence, rather than simply receive information.

Stage 5 - Review and Findings

The Committee will meet to review everything it has seen and heard.

For each area considered, the Committee should reach a judgement: What works well? What evidence demonstrates this? What could be improved? What evidence demonstrates this? What should change? What outcome would we expect from that change?

The Committee will then agree its findings and recommendations. Recommendations should, wherever possible, be specific, realistic and measurable, so that the Board can subsequently determine whether they have been implemented successfully.

Stage 6 - Report to the Board

A scrutiny report will be prepared on behalf of the Committee and approved by the Chair of the scrutiny panel.

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.

Following Up the Scrutiny Exercise

Scrutiny does not end when the report is presented.

The Operations and Scrutiny Committee should subsequently receive an update on progress against the agreed recommendations and consider whether the intended improvements have actually been achieved.

The final scrutiny report and the Board's response will be shared with Leeds City Council and communicated appropriately to tenants, including through BITMO's website and social media.

The ultimate test of the exercise is: What has changed as a result of scrutiny, and how do we know that?

Recommendation:

The Operations Committee is asked to:

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

Notes:

4. Performance Reporting

BITMO

Operations Committee Report



Meeting Date: 16th September 2026

Report Title: Performance Report

Author(s) Peter Olver

For Information/~~Decision~~/ Discussion

Executive Summary:

Tenant Perception Measures are given for the first six months of 2026-27 and Management Information Measures to 30th June 2026.

Recommendations:

Committee is requested to DISCUSS and ACCEPT the report.

Equality Diversity and Inclusion

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

Regulatory Framework:

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

Current Tenant Perception Measures (TPM's)

BITMO 2026-27 Q2

	2023/24	2024/25	2025/26	2026 /27			
	Full Year	Full Year	Full Year	Q1	Q2	Six mths	Diff to 25/26
TSM Survey Results							
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%

There are some very good results for the 6 months, although there is a slightly higher potential margin of error of 7.6% for 6 months sampling compared to 5.1% for 12 months.

LCC comparison

	2023/ 24	2024 /25	2025/26					2026/27				Housemark Peer Group		26/27 KPI Targets	
TSM Survey Results	Full Year	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Full Year	Diff to 25/26	25/26 mdn	Diff to mdn	26/27 Target	Diff to Target
Count of total completed responses	2571	2523	631	630	630	631	2522	630	645	1275					
Statistical accuracy - confidence interval	1.9%	1.9%	3.9%	3.9%	3.9%	3.9%	1.9%	3.9%	3.8%	2.7%					
Overall															
Overall satisfaction with services provided	66%	66%	70%	70%	71%	71%	70%	72%	70%	71%	1%	70%	1%	71%	0%
The home															
Tenants who had a repair in the last 12 months	69%	70%	67%	68%	68%	71%	69%	70%	70%	70%	1%				
Overall repairs service received in the last 12 months	70%	70%	74%	75%	78%	76%	76%	75%	78%	77%	1%	75%	2%	76%	1%
Time taken to complete most recent repair	67%	69%	77%	78%	80%	76%	78%	75%	73%	74%	-4%	72%	2%	78%	-4%
Landlord provides a home that is well maintained	68%	67%	69%	71%	71%	72%	71%	74%	69%	72%	1%	71%	1%	72%	0%
Landlord provides a home that is safe	74%	72%	75%	77%	73%	76%	75%	77%	74%	75%	0%	76%	-1%	79%	-4%
Contact and communication															
Landlord listens to your views and acts upon them	55%	54%	55%	57%	60%	59%	58%	64%	56%	60%	2%	61%	-1%	60%	0%
Kept informed about things that matter to you	67%	67%	69%	71%	72%	73%	71%	77%	73%	75%	4%	71%	4%	72%	3%
My landlord treats me fairly and with respect	74%	73%	74%	72%	75%	79%	75%	78%	75%	76%	1%	79%	-3%	79%	-3%
Percentage who made a complaint in last 12 months	28%	29%	26%	24%	22%	20%	23%	21%	29%	25%	2%				
Landlord's approach to complaints handling	29%	26%	26%	32%	26%	29%	28%	25%	26%	26%	-2%	33%	-7%	32%	-6%
Landlord is easy to deal with*	66%	65%	69%	70%	68%	72%	70%	70%	70%	70%	0%				
Neighbourhood and community															
Communal areas are kept clean and well maintained	65%	62%	62%	66%	72%	66%	66%	71%	61%	66%	0%	66%	0%	73%	-7%
Positive contribution to your neighbourhood	60%	59%	64%	62%	62%	63%	63%	66%	60%	63%	0%	64%	-1%	64%	-1%
Approach to handling anti-social behaviour	53%	52%	54%	53%	56%	58%	55%	55%	53%	54%	-1%	60%	-6%	60%	-6%

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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%

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

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

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

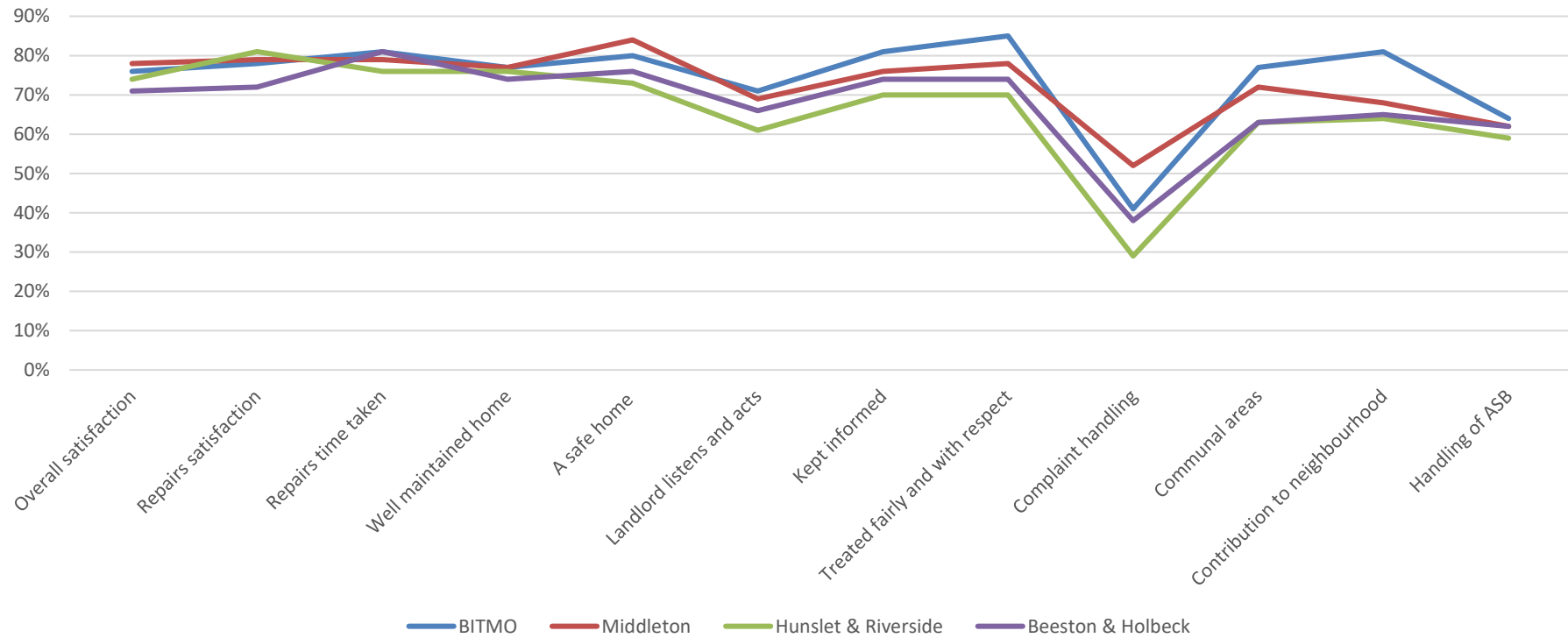
South Leeds – last 4 Quarters

	Overall - All areas	South																	
		Inner South						OS				OSE						BITMO	
		Beeston & Holbeck		Hunslet and Riverside		Middleton		Morley		Rothwell		Halton Moor & Osmo		Kippax & Garforth		Swarcliffe			
		Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs	Current 4Qs	Diff to previous 4Qs
Count of properties	52097	2012	-	1902	-	2060	-	1943	-	2058	-	1356	-	1900	-	1882	-	1849	-
Count of responses	2536	109	-	90	-	111	-	98	-	100	-	64	-	91	-	57	-	323	-
Statistical accuracy - confidence interval	2%	9%	-	10%	-	9%	-	10%	-	10%	-	12%	-	10%	-	13%	-	5%	-
Overall satisfaction with services provided	71%	71%	-5%	75%	5%	77%	12%	73%	7%	58%	-14%	67%	-3%	77%	13%	67%	-5%	76%	-4%
The home																			
Percentage of tenants who had a repair in the last 12 months	70%	75%	0%	80%	18%	69%	-10%	66%	-7%	73%	4%	64%	1%	71%	0%	65%	-3%	72%	1%
Satisfaction with overall repairs service received in the 12 months	77%	71%	-11%	76%	1%	79%	3%	79%	-1%	73%	-5%	74%	-1%	84%	15%	75%	4%	78%	-3%
Satisfaction with time taken to complete most recent repair	76%	77%	-4%	71%	0%	82%	15%	81%	1%	69%	-12%	76%	6%	82%	12%	75%	-2%	81%	-2%
Satisfaction that landlord provides a home that is well maintained	72%	76%	-5%	74%	0%	77%	11%	75%	7%	66%	-1%	60%	-2%	75%	8%	66%	-8%	78%	0%
Satisfaction that landlord provides a home that is safe	75%	76%	-1%	71%	-6%	83%	7%	79%	3%	66%	-13%	79%	8%	81%	12%	76%	-9%	79%	-4%
Contact and communication																			
Landlord listens to your views and acts upon them	60%	66%	5%	60%	4%	67%	8%	66%	7%	48%	-12%	55%	1%	64%	13%	55%	-13%	71%	0%
Kept informed about things that matter to you	74%	72%	-3%	71%	1%	77%	15%	74%	13%	66%	-3%	71%	2%	84%	17%	60%	-11%	80%	-2%
Agreeing 'my landlord treats me fairly & with respect	77%	78%	3%	76%	6%	78%	11%	76%	8%	69%	-6%	78%	0%	80%	7%	67%	-9%	85%	0%
Percentage who made a complaint in the last 12 months	23%	24%	-8%	25%	1%	27%	3%	20%	-13%	21%	1%	28%	5%	19%	-1%	31%	5%	25%	-1%
Satisfaction with landlord's approach to complaints handling	27%	33%	-5%	30%	5%	46%	22%	29%	2%	35%	3%	38%	-5%	19%	-11%	13%	-3%	44%	3%
Satisfaction that your landlord is easy to deal with*	70%	72%	4%	70%	2%	72%	11%	72%	4%	66%	-5%	78%	2%	76%	7%	63%	-6%	80%	2%
Neighbourhood and community																			
Communal areas are kept clean and well maintained	67%	72%	2%	61%	5%	77%	27%	77%	22%	65%	-3%	69%	1%	74%	12%	63%	-27%	75%	-2%
Landlord makes a positive contribution to your neighbourhood	63%	65%	-3%	63%	-3%	65%	-3%	64%	15%	53%	-14%	61%	-7%	77%	20%	45%	-16%	85%	13%
Satisfaction with landlord's approach to handling ASB	55%	63%	3%	57%	-4%	62%	15%	58%	6%	43%	-12%	47%	-19%	67%	15%	39%	1%	68%	10%

Summary of comparator areas:

Last 4 Quarters to Sept 26	BITMO	Middleton	Hunslet & Riverside	Beeston & Holbeck
Overall satisfaction	76%	78%	74%	71%
Repairs satisfaction	78%	79%	81%	72%
Repairs time taken	81%	79%	76%	81%
Well maintained home	77%	77%	76%	74%
A safe home	80%	84%	73%	76%
Landlord listens and acts	71%	69%	61%	66%
Kept informed	81%	76%	70%	74%
Treated fairly and with respect	85%	78%	70%	74%
Complaint handling	41%	52%	29%	38%
Communal areas	77%	72%	63%	63%
Contribution to neighbourhood	81%	68%	64%	65%
Handling of ASB	64%	62%	59%	62%

Last 4 Quarters to 30.9.26
Satisfaction Levels



Management Information Measures

Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-4	2026-27 Q1	Comments/Notes
CH01	Complaints	Complaints relative to the size of the landlord - Stage 1	N/A	20.30	36.70	Reported annually	Increase in figures partly reflecting increased tenant awareness
		Complaints relative to the size of the landlord - Stage 2	N/A	4.39	5.50	Reported annually	
		Complaints responded to within target time - Stage 1	N/A	97.30%	100.00%	Reported annually	
		Complaints responded to within target time - Stage 2	N/A	100.00%	100.00	Reported annually	
		Number of complaints referred to the Ombudsman	N/A	1	0	Reported annually	No cases notified.
NM01	Anti Social Behaviour	Anti-Social Behaviour (ASB) cases relative to the size of the landlord	N/A	36.10	33.90	Reported annually	61 cases 2025-26
BS01 (TSM)	Gas Safety Checks	Proportion of homes for which all required gas safety checks have been carried out	100%	98.40%	99.17%	97.57%	Properties with a valid CP12 certificate.
BS02 (TSM)	Fire Safety Checks	Proportion of homes for which all required fire risk assessments have been carried out	100%	100%	100%	100%	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%	83.00%	98.19%	98.75%	Good progress made. One property outstanding.
BS04 (TSM)	Water Safety Checks	Proportion of homes for which all required legionella risk assessments have been	100%	100%	100%	100%	Properties compliant.
Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-4	2026-27 Q1-2	Comments/Notes
RP01	Decent Homes	Proportion of homes that do <u>not</u> meet the Decent Homes Standard	≤ 1%	3.7% (67)	7.05%	0.17%	Property inspections have reduced the non-decent number considerably.
RP02a	Repairs Completed in Target (Emergency)	Percentage of emergency repairs completed within target timescale	≥ 94%	77.70%	98.79%	100.00%	288 jobs completed in the 3 months to 30.6.26.
RP02b	Repairs Completed in Target (Non-Emergency)	Percentage of non-emergency repairs completed within target timescale	≥ 85%	81.00%	86.97%	84.00%	April figures were low because of vacancies in contractor team.

Supplementary Management Information Measures							
Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-4	2026-27 Q1	Comments/Notes
BS06a	Gas Services Overdue	Proportion of gas services overdue and within access procedure process	≤ 0.2%	1.60%	0.83%	0.44%	Improvements since 30.6.26
BS06b	Gas Servicing - Non-Domestic	Proportion of non-domestic gas services carried out	100%	100%	100%	100%	4 communal properties
BS07a	Gas Audits - Workmanship	Proportion of gas quality control audits passed - workmanship - cumulative score	≥ 90%	96%	100%	100%	Checked by LCC
BS07b	Gas Audits - Paperwork	Proportion of gas quality control audits passed - paperwork -	≥ 90%	90.20%	100%	100%	Checked by LCC
BS08a	Electrical Testing - Fixed Wired	Proportion of homes with an in-date Electrical Installation Condition Report (EICR) - Domestic	100%	66.23%	91.63%	91.74%	1667/1817 properties have a valid certificate.
BS08b	Electrical Testing - Fixed Wired	Proportion of homes with an in-date Electrical Installation Condition Report (EICR) - Communal	100%	89.90%	100%	100%	25 out of 25 communal areas have a current EICR (containing 115 Properties)
HMA6	Void Properties	Proportion of void properties (HMA2) expressed as a % of total stock	≤ 1%	0.44%	1.27%	1.38%	25 properties
Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-4		Comments/Notes
BS09b	Fire Safety - Non-HRRB	Proportion of Fire Risk Assessment completed for non-High Risk Residential Buildings (out of scope of Building Safety Act)	100%	100%	100%	100%	157 of 157 Fire Risk Assessments completed and actions being created.
BS10	Fire Alarms	Proportion of fire alarms tested within programme	100%	99.4%	60%	60%	LBS tested 3/5 communal fire alarms for certification. 100% are tested weekly by staff and logged.
BS11	Fire Fighting Equipment	Proportion of fire fighting equipment maintenance visits completed within target	100%	100%	100%	100%	Next inspection due Nov 2026.
BS12	Emergency Lighting	Proportion of emergency lighting maintenance visits completed within target	100%	91.60%	100%	100%	94 properties in 16 blocks checked in Stage 2 fire app
BS13a	Flat Entrance Doors External Inspection	Proportion of flat entrance door inspections completed within programme - process followed and external inspection completed	100%	100%	100%	25%	Previously 16 of 16 communal doors. Now 36/142 to 30.6.26 under expanded programme including 2 storey blocks
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%	50.70%	90%	25%	Previously 369 of 410 checked in Home Visits. Fire risk assessments for quarter to 30.6.26.
BS14	Stock Condition	Proportion of homes that have had a full stock condition survey completed in the last 5 years	≥ 90%	36%	82%	67%	1207 of 1812 properties have completed surveys.
Ref	Indicator	Description	Target	2024-25 Q1-4	2025-26 Q1-4		Comments/Notes
BS15	Damp & Mould	Number of open damp & mould cases	18	85	30	3	We had 3 open D&M cases at 31.6.26.
BS17	Asbestos Action Monitoring	Proportion of actions identified at asbestos inspections within target	100%	100%	100%	100%	Recommendations from management surveys
BS18	Water Hygiene Action	Proportion of actions identified at water hygiene inspections within target	100%	100%	100%	100%	
BS19	Carbon Monoxide Detectors	Proportion of homes containing fixed combustion appliances with carbon monoxide detectors installed	100%	100%	100%	100%	
BS20	Smoke Detectors	Proportion of homes with smoke detectors installed	100%	100%	100%	100%	

Further Key Performance Indicators

Investing in Peoples Homes							
	Key Performance Indicator		2024-25	2025-26	2026-27		
			Q1-4	Q1-4	Q1		
Goals		Curr target				New RAG	2025-26 Q4 RAG
A quick and reliable repairs and maintenance service & investment in decent and safe homes	Repairs appointments made and kept	95%	97.82%	89.24%	97.30%	G	R
	(BITMO) Repairs - Number of post inspections	10%	11%	16%	21%	G	G
	Percentage of communal areas meeting the required standard	100%	100%	100%	100%	G	G
	Capital Investment programme completed (100% for the year)	100%	95%	113%	11%	R	G
	Percentage of homes with a Gas safety certificate overdue for 0-4 weeks	0%	1.16%	0.83%	0.44%	A	A
	Percentage of properties with a Gas safety certificate overdue for 1-3 months	0%	0.17%	0.22%	0.61%	A	A
	Percentage of properties with a Gas safety certificate overdue for over three months	0%	0.33%	0.22%	0.11%	A	A
	Green spaces and footpath inspection	100%	100%	100%	100%	G	G
Effective relet of empty properties	Time taken to relet empty properties - Gross Relet	28 days	35.51	43.48	77.66	R	R
	Number of tenancy terminations	N/A	91	87	22	N/A	N/A
	Number of commencements	N/A	90	69	15	N/A	N/A
	Number of voids at period end	18	8	19	25	R	R

Building Tenant Control

Goals	Key Performance Indicator	Curr target annual	Q1-4 2024-25	Q1-4 2025-26	Q1 2026-27	New RAG	2025-26 RAG
Maximise rent collected with timely intervention and support	Percentage of rent collected	96%	97.83%	97.50%	97.58%	G	G
	Percentage of rent owed	3%	1.62%	1.99%	1.90%	G	G
	Amount of rent owed	£250k	£140,564	£172,248	£171,888	G	G
	% of arrears cases owing 7 weeks rent plus	LCC 7.7% Mar 23, 7.12% Sept 24	1.38%	1.40%	1.57%	G	G
	Number of Household Supported with Financial Hardship	TBC	167	37	15	N/A	N/A
	Income generated	TBC	£450,833	£142,046	£53,953	N/A	N/A
	Number of notices served	N/A	108 (11.86%)	84 (8.89%)	20 (2.08%)	N/A	N/A
	Number of cases entered to court	N/A	13	11	0	N/A	N/A
	Number of Court orders obtained	N/A	11	6	0	N/A	N/A
	Number of evictions	N/A	4	1	1	N/A	N/A
Maintain an organisation that is tenant led	Full Tenant Board membership	100%	78%	92%	78%	R	G
	Increase in Number of shareholders	10%	3%	5%	0%	R	A
	An online Annual Report produced by BITMO for all tenants	100%	100%	100%	100%	G	G
Support and develop skills within the organisation	% of Board members attending all Full Board meetings	100%	77%	73%	N/A		A
	Board appraisal - number who complete this within the year	100%	47%	42%	0%		R
	Board training - all Board members to attend at least two formal training sessions in the year	100%	94%	93%			A
	Staff attendance - Number of days lost through absence (average per full time employee)	10	5.7	Total 13.4 (LTS 9.5, STS 3.9)	4.0		R
	Staff appraisal - number who complete within the year	100%	100%	100%	0%		G

Supporting People to Live Well

Goals	Key Performance Indicator	Target current	Q1-4 2024-25	Q1-4 2025-26	Q1 2026-27	New RAG	2025-26 RAG
Responsive Customer Contact	Tenancy Amendments completed within target time	10 working days	100%	100%	7 (100%)	G	G
	Mutual Exchanges completed within target time	42 days	20 (90.9%)	26 (89.66%)	11 (100%)	G	G
Support for Elderly Tenants in Need	Retirement Life Residents with a Support Plan	N/A	109	110	111	G	G
	Support Plan reviewed within target time	95%	100.00%	100	98.02	G	G
	RL Residents receiving Warden Service	N/A	76	72	81	N/A	N/A
	Number of residents signed up for floating support	N/A	3	3	2	N/A	N/A
	Yearly RL service review report	May annually	Jul-25	May-26	Jul-26	G	G
Enforcing Tenant Responsibilities	Respond to tenant permission requests within 10 days (See Permissions log)	100%	TBC	TBC	TBC	TBC	TBC
	Home Visits - General	100%	92.90%	64.66%*	22.47%	A	G
	Home Visits - Priority	100%	94.09%	95.5%**	22.84%	A	G
	Percentage of new tenant visits completed within 28 day target	75%	71.2%	89.0%	94.1%	G	G
Tackling Anti-Social Behaviour	ASB - number of cases opened (to be verified)	N/A	41	8	3	N/A	N/A
	ASB - number of cases closed (to be verified)	N/A	62	7	5	N/A	N/A
	ASB - situation improved	66.67%	74.19%	100.00%	80.00%	N/A	N/A
	Support - opened and closed	N/A	42/42	8 opened/ 4 closed	3 opened/3 closed	N/A	N/A
	LASBT Number of cases closed - situation improved	66.67%	64.70%	6 closed/ 5 sit imp	17 closed /10 sit imp	A	G
	LASBT Number of cases opened	N/A	22	9	9	N/A	N/A

Further detail about our performance is available here:

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

Further detail about Leeds City Council performance is available here:

<https://www.leeds.gov.uk/housing/council-housing-information-for-tenants/our-performance>

Recommendation:

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

Notes:

5. GATE Programme

BITMO

Operations Committee Report

Meeting Date: 16th September 2026

Report Title: GATE Activities update

Author(s): Tracey McGarry / Peter Sutton

~~For Information/ Decision/~~ Discussion

Executive Summary:

An update on GATE activities recently held over the August summer holidays as well as presenting the activities in September.

Recommendations:

Committee is requested to:

Discuss and approve the report.

Equality Diversity and Inclusion

It is essential that all activities take account of the protected characteristics of tenants and that the service is adapted to accommodate those needs.

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			✓

August was another busy month at the GATE, with lots happening to support residents and bring people together.

We ran activities three days a week throughout the summer holidays. Tuesday afternoons saw a craft session with a free cooked meal provided. Fridays had a Play Worker running arts and crafts sessions during breakfast. The big Thursday sessions were launched with a consultation event at the MUGA, run jointly with Leeds Federated and Places for People housing associations and involving Opera North and the Hunslet & Belle Isle Community Project, which was followed by five sessions run in the GATE and the staff car park, including a beach day with donkeys, deckchairs and a helter-skelter.

We were pleased to provide new school uniform to 53 Belle Isle families this summer through the Community Fund, on top of good quality used school uniform through the School Uniform Exchange. We are proud that BITMO can help families get ready for the new school year while easing some of the financial pressure many people are still facing due to the cost of living.

We've also had a fantastic response to this year's free tutoring for Year 3 and Year 4 children, starting Tuesday 15 September. Fourteen children came to the open evening on 8 September, along with their parents and met two of the new tutors from The Tutor Trust. Demand has been really encouraging and shows just how much local families value opportunities that help children build confidence and achieve their best at school.

Planning is already underway for next year's Belle Isle Gala. We're keen to make sure the event includes the ideas and interests of local people, so we'd love to see more residents get involved. Everyone is welcome to come along to our Gala planning meetings at the GATE. The next meeting takes place in the GATE on Saturday 19 September at 3pm.

We were also delighted to launch our new Chatty Cafe, which takes place every Wednesday morning. The group provides a friendly space for people to practice building their confidence in speaking English, make new friends and reduce the feeling of isolation. They also have the joy of sampling one of our special toasties too. Please encourage any neighbours you know who want to improve their English to come along.

The Community Development Team continued consulting residents about improvements to local green spaces and the front car park at the GATE. These conversations are helping to make sure that future improvements can create spaces that everyone can feel proud of being part of. As well as the car park there are ideas to improve Low Grange Crescent and the MUGA parks. The refurbished play structure at The Swamp is proving popular.

The team has also been out and about across the estate every week, door knocking and speaking directly with tenants. These conversations help us raise awareness of the support, activities and opportunities available through the GATE, while also giving residents the chance to share their views and concerns with us. It's been encouraging to see growing interest in getting involved, including enquiries about becoming a shareholder or joining the Board. We have covered most of the north of the estate – the North-East from East Grange Drive to Winrose Grove and the North-West from the Rosedales to Winrose Drive. We will continue through the Low Granges and Winrose Garth up to Windmill Road in the next month.

The noticeboard has now been installed at the foot of the steps to the GATE, and a new banner has been ordered.

SEPTEMBER IN BITMO'S GATE

MONDAY OPEN 9-1 PM

- Welcome Space**
Drop in for a drink, toast & chat
- Sew2gether** 10am-12pm
Use our sewing machines for your own projects
- Stop Smoking**
Call 0800 169 41219 to book a Monday morning appointment

THURSDAY OPEN 1-5 PM

- Welcome Space**
We are open all afternoon pop in for a cuppa and share the space

FRIDAY OPEN 9AM - 1 PM

- Breakfast 9.15-11.15am**
Enjoy a full breakfast with us cooked by Community Kitchen Volunteers
Small donation welcome if able

ALSO ON FRIDAYS.....

TUESDAY OPEN 1-7 PM

- Stay & Play** 9-10.30am STARTING 22nd SEPT
For under 5's with South Leeds Children's Group
- Improve your Digital Skills** 1:15-3pm
For beginners. Call Tracey 07891 270094
- Community Meal** From 3.30pm
Free hot meal for all made by Community Kitchen Volunteers
- English & Maths Tutoring for Year 3&4**
Call Peter 07891 274 237
- Mens Group (MINT)** 7-9pm Men in need Together meet

WEDNESDAY OPEN 9AM-1PM

- Crafty Space**
Bring your own craft & craft in our space
- Toasties** served 10am-12pm
- Chatty space** Talk to others to improve confidence speaking English

SATURDAY 19TH SEPT OPEN 1-4 PM

- Community Litter Pick** Meet 11am in BITMO's GATE car park to litter pick together
- REPAIR CAFE** Bring your broken things and our fixers will try and mend them
- Digital Support** with Tracey or Sherie
- Toasties** served till 2.45
- Belle Isle Gala meeting 3-4pm** Help plan Belle Isle Gala 2027

IN BITMO'S GATE in September

Tuesday 1st 11am-1pm
Stronger Together A monthly support groups for parents/carers of children/young people with additional needs

Tuesday 8th 11-12.30pm
Carers Group A support group and time talk for anyone who cares for someone

Tuesday 15th 11am - 1pm
Neuro Divergent Disability Support Group
For adults with diagnosed/undiagnosed ADHD or Autism

Thursday 24th September 1-4pm
Hearing and Sight Loss advise with
BID Services Leeds Team

Employment Support
Drop in with Jo Boyes

Friday 4 th	9.30 - 12.30pm
Thursday 10 th	1 - 3.30pm
Thursday 17 th	1 - 3.30pm
Thursday 24 th	1 - 3.30pm

NEED SOME HELP WITH COMPUTERS

To book an appointment call
Sherie 07851 103951
Tracey 07891 270094
BITMO TENANTS ONLY

Recommendation:

The Operations Committee is requested to DISCUSS and ACCEPT the above report.

Notes:

6. Any Other Business

None proposed as at 10th September 2026.

Notes:

Date of Next Meeting: TBC

APPENDIX 1

OPERATIONS COMMITTEE

MINUTES

25th June 2026

**BELLE ISLE
TMO
OPERATIONS
COMMITTEE
Minutes of a Meeting
Meeting held on
Thursday 25th June 2026**

Present:

Harry Austin
Jean Burton
Trevor Brown
Margaret Brown
John Newbould
Emma Walkley
Kate Youngs
Paul Truswell
Cllr Wayne Dixon
Cllr Emma Pogson-Golden

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

PART A – Public Agenda Items

Apologies

Apologies were received from: Angela Weglarska.

1. Presentation of LCC Tenant Scrutiny work

Ian Montgomery of Leeds CC attended via Teams and outlined the various ways in which the Council seeks to engage with social housing tenants. This had been a focal point in the recent inspection from the Regulator of Social Housing.

Engagement includes:

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

(ii) Digital consultations

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

(iii) Tenant Scrutiny Panel

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

The following points were discussed:

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

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

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

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

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

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

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

Recommendation:

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

AGREED as detailed above.

2. Presentation re Internal Audit programme

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

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

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

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

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

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

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

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

Recommendation:

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

ACCEPTED with agreed allowance for flexibility.

3. Declarations

3.1 Declarations of Interest

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

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

3.2 Declaration of Understanding

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

Recommendation:

Committee is asked to make declarations as required above.

Both declarations made.

4. Minutes and Matters Arising

The minutes of the meeting held on 23rd June 2026 were approved as a true record.

Matters Arising from the Operations Committee held on 23rd April 2026:

Operations Committee 23rd April 2026

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

It was commented that future minutes needed to include more of the discussions held during the meeting. This was agreed.

Recommendation:

The Operations Committee was asked to APPROVE the draft minutes.

Approved

5. Performance Reporting

The Committee reviewed that data provided, being:

A] Tenant Satisfaction Measures (TSM's)

Committee reviewed the Quarter 1 results for the tenant perception Measures.

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

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

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

Committee considered that the results for Q1 were very encouraging.

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

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

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

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

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

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

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

Recommendation:

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

ACCEPTED

6. Tenant Scrutiny Panel

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

Committee were presented with proposed arrangements for how scrutiny exercises would be conducted, how scrutiny fits into BITMO governance and how it aligns with LCC scrutiny arrangements and LCC oversight of BITMO's activities.

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

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

Proposed arrangements

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

The Operations committee will meet four times a year. The agenda covers a range of operational matters and scrutiny exercises. We will carry out two scrutiny exercises per year.

Side meetings focused entirely on scrutiny will be scheduled between operations committee meetings. These will include invitees who have made themselves known through the above consultation exercise.

The Operations Committee would then make recommendations to the Board based on its findings. The findings conclusions and recommendations will be shared with LCC who will feed them into their own scrutiny arrangements. LCC will feed their comments back to the Board. We will maintain close alignment between LCC scrutiny activity and BITMO scrutiny activity.

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

The scrutiny process

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

A five stage process would be followed:

- 1 Design
- 2 Enquiry
- 3 Reflection
- 4 Consideration
- 5 Report

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

A Committee member asked if there was a process template that BITMO could adopt and follow. This would be examined.

Support was expressed for the proposal and it was agreed that the Operations Committee should be renamed as the Operations & Scrutiny Committee.

Recommendation:

Operations Committee was requested to:

- (i) DISCUSS and ACCEPT the above proposal

ACCEPTED with name amendment above

- (ii) Recommend APPROVAL by the Board.

RECOMMENDED

7. Board and Committee reporting structure

It was proposed that the following structure and timetables be adopted:

A] Timetables

BITMO Governance and Assurance Planner

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

Number of
meetings
per year

4

4

6

Board business planner

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

Operations Committee Planner

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

Finance Committee Planner

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

It was noted that care would need to be taken to ensure that Board meetings in particular are not too onerous in terms of time needed to complete business. Training and other non-decision items could be included in Committee meetings.

Recommendation:

Operations Committee was asked to:

(i) DISCUSS and ACCEPT the above report.

ACCEPTED

(ii) Recommend APPROVAL by Board (to take effect from that date).

RECOMMENDED