



Belle Isle Tenant Management Organisation (BITMO) Annual Review For Executive Board

June 2010

Following a challenging year in 2008/9, including changes in key personnel, BITMO has recovered and consolidated its position in 2009/10. This has been achieved by receiving the strong support of its tenants to continue (through an estate wide ballot) good performance in some key areas of operation including achieving the decency standard, financial stability through maximising income and budget control and strengthening the Board through recruitment of an independent member and increased representation from different areas of Belle Isle.

Governance

The BITMO Board meets on a bi monthly basis and is supported by four sub committees (Staffing and Board Membership, Finance and Performance, Estate Management, Repairs and Maintenance Procurement). During the year BITMO successfully advertised for, and recruited, an independent Board member. The table below summarises the position of the Board following the AGM in September 2009 and the first Board meeting following the AGM.

Status	Vacancies available	Vacancies filled in September 2009
Tenant Board members elected at AGM	12	11
Co-opted Members elected at first Board meeting after AGM (Can includes independent members, owner occupiers and leaseholders)	6	4
Nominated by Area Management Committee and ratified by the Board.	2	2
Totals	20	17

In 2009/10 BITMO initiated its Board member appraisal process and as a result of this has also put in place a core training programme for Board members. During the year BITMO developed and began to implement a Corporate Governance Plan. This acts as the foundation stone of BITMO's approach to Corporate Governance and aims to ensure that BITMO is;

- Accountable
- Open
- Inclusive
- and
- Effective

The plan identifies areas where the organisation has effective policy and practice in place. In addition it has also identified those areas where further action and development is required. As part of a wider audit programme BITMO's internal auditors (LCC Internal Audit) have assessed this plan and have determined that BITMO's corporate governance arrangements offer an acceptable level of assurance. BITMO appointed KPMG as its external auditors in September 2009.

In addition to Corporate Governance BITMO has undertaken internal audits in Payroll, Banking, Service Level Agreement (SLA) and Responsive Repairs contract. The majority of these audits have illustrated an acceptable level of assurance. This reflected a significant improvement from the previous year. However BITMO have accepted auditors' recommendations for changes to policy and practice in order to deliver continuous improvements year on year.

In September 2009 BITMO conducted a continuation Ballot. This was in line with the management agreement with the City Council. The result was encouraging and reaffirmed tenants' support for the TMO to continue;

- Turnout – 35%
- YES to continuation – 90%

Business Plan

During the year BITMO's business plan underwent development. The plan is underpinned by BITMO's **vision**, **values** and **objectives**;

BITMO's **vision** is based on working for a Belle Isle neighborhood that has;

- Excellent local management – with opportunities for residents to be involved directly in how services are managed;
- A reputation as a place of choice – where people want to live;
- Property of quality – that meets people's needs and exceeds their aspirations;

In working towards this vision BITMO believes it can contribute to creating a better Belle Isle.

As an employer and service provider BITMO has adopted **core values** that underpin the way it approaches achieving its vision. These values are;

- Good governance
- Competence
- Quality
- Team work
- Trust, respect, integrity and fairness
- Effective communication

BITMO's business plan **objectives** are linked closely to its vision and values and have been simple, measurable, achievable, realistic and timetabled. This approach ensures that we can clearly illustrate progress to tenants, shareholders and partners;

- Deliver excellent local housing and estate management services;
- Provide decent, sustainable and well maintained homes;
- Give power to tenants to exercise choice, get involved directly and influence the services they receive;
- Be a well governed organisation;
- Invest in the BITMO team - our Board members, staff and volunteers;
- Lead and participate in partnership activities that deliver improvements for Belle Isle and its residents;
- Improve Tenant Satisfaction in Belle Isle
- Explore areas of growth for the TMO

Draft end of year revenue and capital financial position

The following end of year positions are un-audited and therefore should be considered as a draft.

a. Revenue	£
Income	£2,960,396
Expenditure	£2,954,658
Surplus for the year	£5,738

Note: This is prior to FRS17 (Pension Liability) is taken into account.

b. Capital Programme

During the financial year 2009/2010 BITMO's capital programme was managed by Aire Valley. The following summarises the capital investments made through this programme in the year;

	£
Windows & Door Replacements	£108,000
Heating Energy and Efficiency	£218,900
Major Property Improvements	£16,800
Miscellaneous & Planned	
Expenditure	£387,500
Empty Properties	
Strategy	£603,700
Environmental Work	£80,600
	£1,415,700

Performance

BITMO performance is reviewed on a monthly basis by senior managers. Performance is reviewed by the Board and sub committees on a bi-monthly basis. As highlighted above, performance indicators are linked to business plan objectives and in turn to newly adopted service standards in line with Tenant Services Authority (TSA) requirements.

96% of homes in Belle Isle now meet the decent homes standard. BITMO have also performed well in reletting empty properties – on average 5 days under the target days set. There has also been a year on year improvement in rent collection and arrears recovery over the last 3 years, although this needs to be sustained in order to meet the targets set. BITMO has also significantly reduced staff absence from work.

Equality and Diversity

In April 2009 BITMO set up its Equality and Diversity Strategy for 2009 – 2011 and the following actions have been implemented through the action plan that runs along side it;

- BITMO are undertaking a full review of tenant profiling, and are looking at an increase of 30% in this figure for the year up to April 2011;
- BITMO have undertaken a Domestic Violence policy and was agreed in March 2010 and will be rolled out to staff by June 2010. BITMO is working with Leeds Inter Agency Project to gain the Quality Mark at present BITMO has level 1 and looking to increase this with in the coming year to level 3;
- All BITMO staff have undertaken Hate Crime training and BITMO attend the monthly MARAC meetings with other agencies dealing with Hate Crime Issues;
- BITMO attends regular meetings across ALMO's regarding Equality and Diversity framework meaning BITMO are up to date with the new recommendations as and when these are in place;
- All BITMO Board and Staff are now trained in Equality and Diversity issues and all have basic knowledge of how Equality and Diversity;
- BITMO have trained four members of staff to undertake impact assessments and have started to assess policies and procedures;
- Within the year from April 2009 and March 2010 Disability Discrimination Assessments have been completed on all public buildings within Belle Isle.

Resident Involvement

As a Tenant Management Organisation tenant involvement is at the core of what we do and how we do it. BITMO's tenant participation strategy sets out a range of opportunities for tenants to be involved. The following gives a flavour of these different methods;

- The Board – a majority (see previous section for Board structure) of the Board are tenants of Belle Isle Estate;

- Community Groups – there are two successful and influential groups on the estate that are fully supported by BITMO. We are working with the Area Management Team to increase this to 3 in the coming year;
- Tenant Panel – the panel has been established this year and is a flexible way for tenants to get involved in reviewing service standards
- Volunteering – individuals have the opportunity to volunteer on a range of projects supported by BITMO including the Belle Isle Bowling Green

Achievements

BITMO's key achievements in 2009/10 have been;

- Review and approval of key policies and strategies including revised Business Plan, Corporate Governance Plan and key human resources policies;
- Achieving a very positive continuation ballot result (35% turnout, 90% approval);
- Increasing decent homes figures;
- Improving void relet times;
- Achieving Financial stability with a break even position in the year (before FRS17 Pension Liabilities are taken into account);
- Formally agreement with LCC for BITMO to take over the full management of the capital investment programme for Belle Isle programme
- Reduction in staff sickness and absence;
- Increased Board membership and greater representation of different neighbourhoods on the Board;

Priorities for 2010/11

BITMO's key priorities for 2010/11 are;

- Further developing tenant involvement and control in Belle Isle
- Maintaining good performance
- Further strengthening corporate Governance arrangements
- Addressing issues that arise from audit
- Implementing goals of Leeds City Council Housing ICT (HICT) Project
- Reletting major repairs and maintenance contracts
- Taking a lead role in Leeds City Council Team Neighbourhood Initiative (Belle Isle is a pilot neighbourhood)
- Conclude the review of the modular management agreement with Leeds City Council.
- Implement results of the review of the Winrose Project (Supported Housing)