



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

**June 2011**

Belle Isle has continued to consolidate its position in 2010/2011.

Good performance is evident in some key areas of operation including increased tenant satisfaction, achieving the decency standard, financial stability through maximising income and budget control, strengthening the Board through recruitment of new members and increased representation from different areas of Belle Isle.

### **Governance**

The BITMO Board meets on a quarterly basis and is supported by four sub committees (Staffing and Board Membership, Finance and Performance, Estate Management, Repairs and Maintenance Procurement). The table below summarises the position of the Board following the AGM in September 2010 and the first Board meeting following the AGM.

Status	Vacancies available	Vacancies filled in September 2010
Tenant Board members elected at AGM	12	12
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
<b>Totals</b>	<b>20</b>	<b>18</b>

BITMO have continued to strengthen the organisations Governance.

In 2010 BITMO welcomed 5 new Board members – 2 of whom are from Black or Minority Ethnic (BME) Communities.

BITMO also welcomed Councillor Judith Blake and Councillor Geoff Driver as LCC nominees to the Board.

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

BITMO has reviewed and updated its Management Agreement with Leeds City Council and this has been approved by the Board. This will be reviewed again in 5 years time.

BITMO has joined the Leeds Strategic Governance Board (SGB) for Housing.

## **Business Plan**

BITMO's business plan (2009-2014) is underpinned by BITMO's **vision, values and objectives**;

BITMO's **vision** is based on working for a Belle Isle neighbourhood 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** – achievements include improvements in reducing rent arrears and the time taken to re-let homes
- **Provide decent, sustainable and well maintained homes** – achievement includes increase in homes that meet decency standard and returning 2 properties previously used as offices to the housing stock and progress toward procuring two major contracts (responsive repairs and gas maintenance)
- **Give power to tenants to exercise choice, get involved directly and influence the services they receive** – achievements include increased representation on BITMO Board
- **Be a well governed organisation** – achievements included improved Corporate Governance audit
- **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** – achievements include involvement in locality working initiatives in Belle Isle
- **Improve Tenant Satisfaction in Belle Isle** – achievements included 75% overall satisfaction with BITMO services
- **Explore areas of growth for the TMO** – achievements include independent management of capital programme and forestry work.

## Draft end of year revenue and capital financial position

The following end of year position is un-audited and should be considered as a draft.

### a. Revenue

Income	£3,492,149
Expenditure	£3,100,970
Surplus for the year	£391,179

**Note:** This is prior to FRS17 (Pension Liability) is taken into account and includes an SCA windfall of circa £350k not initially budgeted for.

### b. Capital Programme

During the financial year 2010/11 BITMO independently managed its capital programme for the first time. The following summarises the capital investments made through this programme in the year;

Winrose Coverision	£36,700
Insulation Work	£1,000
Door and Window Installation	£134,370
Roofing	£87,800
Broom House Conversion	£120,900
Total Heat Lease	£71,300
Boiler Replacement	£152,900
Bullock Partnering Contract	(£3,200)
Kitchen Replacement Phase 2	£441,300
Lanshaws	(£6,700)
Winrose Stennie Panels	(£200)
Kitchen Replacement Phase 1	£277,400
Capital Work to Tenanted Properties	£145,100
Adaptations for Disabled People	£178,810
Void Refurbishments	£399,800
Total Expenditure	£2,037,280

### Performance

BITMO performance is reviewed on a monthly basis by senior managers. Performance is reviewed by the Board and sub committees on a quarterly 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.

96.7% of homes in Belle Isle now meet the decent homes standard. BITMO have also performed well in re-letting empty properties. 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.

## **Results of the 2010-11 STATUS survey for residents**

The Leeds City-wide tenant satisfaction survey of tenants returned 300 responses from Belle Isle residents. This represents approximately 13% of tenants on the estate. The headline results from this survey were;

### *Overall satisfaction*

75% said they were satisfied with the overall service that BITMO provides. **This is an improvement on the previous year and the highest tenant satisfaction in the City of Leeds.**

### *Customer services*

82% say repairs and maintenance is most important service to them  
97% contact BITMO by telephone or at the office  
69% satisfied with how enquiries are dealt with  
84% find staff helpful

### *Home and neighbourhood*

71% satisfied with overall quality of their home  
68% satisfied with general condition of the property  
65% Satisfied with neighbourhood as a place to live

### *Getting involved*

62% satisfied with opportunities to get involved  
48% satisfied that their views are taken into account  
24% are aware of landlord resident involvement activities

### *Contact and information*

50% have access to the internet  
78% prefer contact by letter

## **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 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
- BITMO's Domestic Violence policy and was agreed was rolled out in 2011.
- BITMO are continuing their full review of tenant profiling, and are looking at an increase of 30% in this figure for the year up to April 2011;
- BITMO attend the monthly MARAC meetings with other agencies dealing with Hate Crime Issues;

BITMO have welcomed two Board members from Black and Minority Ethnic Communities to their Board in 2010/11.

## **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;
- Volunteering – individuals have the opportunity to volunteer on a range of projects supported by BITMO including the Belle Isle Bowling Green and the merging Community Garden for which a £10,000 Lottery Grant has been secured.

## **Achievements**

BITMO's key achievements in 2010/11 have been;

- Increased Tenant Satisfaction figures (which are the highest in Leeds)
- Increasing decent homes figures;
- Improving void re-let times;
- Achieving Financial stability with a break even position in the year (before FRS17 Pension Liabilities are taken into account);
- Successful first year managing Belle Isle capital investment programme
- Reduction in staff sickness and absence;
- Increased Board membership and greater representation of different neighbourhoods on the Board;
- Conclusion of the review of the modular management agreement with Leeds City Council.
- Increased financial stability and sustainability

## **Priorities for 2010/11**

BITMO's key priorities for 2011/11 are;

- Achieving and progressing Business Plan objectives and Maintaining good performance
- Re-letting major repairs and maintenance and gas maintenance contracts
- Implementing a staffing restructure
- Improving grounds maintenance and other environmental aspects of Belle Isle
- Finding and influencing solutions for strategic and problem sites in Belle Isle
- Developing a more proactive approach to tenancy management
- Further developing tenant involvement and control in Belle Isle
- Further strengthening Corporate Governance arrangements
- Addressing issues that arise from audit