

Title: BITMO 23/24 Annual Performance Overview

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1. Background

- 1.1. The purpose of the report is to provide Leeds Housing Board with an appreciation of BITMO's position and arrangements in relation to the new regulatory framework, performance, tenant satisfaction, tenant engagement and the improvements it is planning to those arrangements and service delivery over the coming months.
- 1.2. The information below is intended to help the BITMO Board, LCC and all stakeholders to understand BITMO's preparedness and degree of compliance with each of the Consumer Standards together with the plans in place to strengthen compliance, and improve service delivery.
- 1.3. **Evidencing compliance** with the regulatory requirements will be a detailed, painstaking exercise that will require concrete evidence that is based on objective data, about money spent, services provided, interventions made and customer experience. Sourcing and collating the data is a considerable challenge for any provider. There are particular challenges for Leeds and consequently BITMO because data held in IT systems is difficult to access in some cases.
- 1.4. The section that follows shows BITMO's current position in terms of the consumer standards, and tenant satisfaction measures. Later sections cover tenant engagement and complaints in greater detail. The 2023/24 Key Performance Indicator (KPI's) are appended for reference. The detailed self-assessment against the consumer standards is available for review but not provided here.

BITMO's Performance Data

2. Consumer Standards

2.1. Safety and quality

- 2.2. This standard relates to the health and safety compliance regime, property condition and services. It emphasises the importance of maintaining effective systems to ensure the safety of people's homes. It draws heavily on the Building Safety Act 2022. It requires accurate asset records that hold real time data regarding all aspects of compliance in reportable form. This is referred to as the "golden thread".

- 2.3. It requires providers to make sure their homes are decent and in good repair, and that property-based services to tenants achieve KPI targets and deliver a responsive service that tenants are satisfied with. It should be evidenced quantitatively, qualitatively and should cover customer experience.
- 2.4. Of the 12 specific expectations BITMO can evidence compliance with 8, partial compliance with 1, and non compliance with 2. Partial compliance is in terms of ease of reporting repairs. We don't have reporting that evidences this. Non compliance relates to stock condition data, and repairs being completed within published target timescales.

<p>Strengths: Health and Safety legal compliance requirements are met, as evidenced by KPIs. Remedial actions are carried out in a timely way. The damp and mould monitoring spreadsheet is reviewed every three months and reported via the Health and Safety forum, and to Board. It is easy to report repairs. See TSMs. [We have a clear adaptations policy and leaflet that makes clear what tenants can expect, we can evidence vfm in the delivery of services as a result of competitive pricing, and works order controls which have reduced variations, renewals and costs.</p>	<p>Weaknesses Assurance around decency Stock quality data Some Cx system reporting constraints Timescales for completion of repairs Communication with tenants around repairs.</p>
<p>Improvement Plan Asset management strategy being produced Stock condition survey programme is underway Voicescape Feedback module being implemented to increase customer engagement</p>	

- 2.5. We identified significant weaknesses in our stock condition data in 2019. Since then we have conducted a small number of stock condition surveys per year. Since 2024 we have increased the rate of stock condition surveying and aim to have up to 90% non-cloned data in place by 2025. We currently hold 20% accurate stock condition data.
- 2.6. Expenditure on homes has been driven by local knowledge, our strategic priorities (kitchens and bathroom and thermal efficiency) and customer preference to date, as it has not been possible to rely solely upon stock condition data.
- 2.7. 76% of tenants say their home is well maintained, 80% say that it is safe, 77% are satisfied with repairs completed in the last 12 months, 73% are satisfied with the time taken to complete repairs and 79% are happy with

the management of communal areas. Source – Tenant Satisfaction Measures (TSM’s) Quarters 1-4, 2023-24.

2.8. Transparency influence and accountability

- 2.9. This standard requires housing providers to involve and empower tenants in decision making processes that affect them. It includes requirements such as providing clear and accessible information. It incorporates the importance of equality diversity and inclusion. Providers need to be able to evidence clearly concrete examples of how tenants influence decisions and hold the provider to account, and how services are delivered with regard to protected characteristics.
- 2.10. The standard requires providers to develop a culture of openness in which it is easy for tenants to access information, understand the quality of service that is to be provided and challenge when it falls short. The Tenant Satisfaction measures support this standard.
- 2.11. Of the 22 specific expectations BITMO currently complies with 8, partially complies with 3, and does not comply with 7, the others are not applicable. The main areas of non-compliance are in relation to evidencing fairness and respect through data which shows that services are accessible and that outcomes are consistent across the characteristics of diversity.

<p>Strengths</p> <p>Range of opportunities for engagement Feedback to tenants on the difference their engagement makes Supporting tenant led activities Growth of Right To Manage is a strategic priority We can evidence efforts to capture tenant priorities and act upon them.</p>	<p>Weaknesses</p> <p>Disaggregation of transactional data and analysis by demography or protected characteristics Analysis of accessibility of services e.g inbound call failure rates are not currently available but this is being addressed for the future Evidencing provision of support that meets the diverse needs of tenants.</p>
<p>Improvement Plan</p> <p>Improved customer service leaflets that make clear the service offer and how to access it.</p> <p>There are no actions that BITMO can take that will substantially alter the assessment of weaknesses in relation to analysis of service access by protected characteristics. The issue lies with data configuration and reporting capability within Leeds IT systems.</p>	

- 2.12. TSM data for the year to 31.3.24 indicates that 62% of tenants feel that BITMO listens to them and acts on what they say, 75% feel they are kept informed about the things that matter to them, 80% feel they are treated

fairly and with respect, 74% feel that BITMO is easy to deal with, and 60% feel we are friendly and approachable

- 2.13. We will promote our work in tenant engagement and the benefits of tenant leadership.
- 2.14. **Neighbourhood and community standard**
- 2.15. This standard requires housing providers to promote and support thriving neighbourhoods and communities. It includes the requirement to work with other agencies to improve the local environment, support community initiatives, and address anti-social behaviour and other issues that affect quality of life in local areas. It is necessary to evidence the impact of its work in this area thorough quantitative and qualitative measures which capture data on ASB, crime, actions taken and tenant satisfaction with its impact.
- 2.16. Of the nine specific expectations BITMO complies with three, achieves partial compliance in three, and one is not applicable.
- 2.17. The areas of partial compliance relate to the management of ASB and hate incidents. Resource issues, and IT issues within the Council together with an approach that does not make full use of all the tools available combine to provide a service that we believe does not provide sufficiently prompt and appropriate action to support tenants experiencing ASB. We are unable to report on engagement with the ASB service in terms of diversity.

<p>Strengths</p> <p>Work with 3rd party agencies such as Health for All, local Registered Social Landlord's, GroundWork and Fruit Works Cooperative to improve shared spaces. Local relationships with Police</p> <p>Engagement in MARAC (multi-agency risk assessment conference) and tasking group.</p> <p>Funds are in place to support tenant led neighbourhood improvements</p> <p>Tenancy support team focusing on ASB and support</p> <p>At risk tenancy meetings to provide cross team support.</p>	<p>Weaknesses</p> <p>System reporting, speed of action, decisive use of tools to rectify problems of ASB for e.g practice of needing to evidence statutory noise nuisance, and use of noise monitoring equipment to progress action in relation to noise ASB.</p>
<p>Improvement Plan</p> <p>BITMO has requested an audit of case management and training from LCC. We have requested involvement in the service review. We will improve quality reviews of case management to identify opportunities to improve the customer experience, and improve performance reporting in this area</p> <p>Produce new ASB leaflet.</p>	

- 2.18. TSM data 2023-24 indicates that 58% feel the neighbourhood is safe, 59% are satisfied with the appearance of their neighbourhood. 75% feel that BITMO makes a good contribution to the neighbourhood. 55% are satisfied with the approach to ASB
- 2.19. **Tenancy**
- 2.20. This standard requires providers to offer tenancies that are fair, transparent, and flexible (where it is policy to do so), to provide clear information on tenancy terms and conditions, let homes in a fair and transparent way considering housing needs, demonstrating that we make the best use of available housing, are compatible with the purpose of the housing, and contribute to the local authorities strategic housing function and sustainable communities. Providers must provide a clear application and appeals process and facilitate transfer and exchange by way of internet enabled systems. It relates to tenancy sustainment, evictions, and tenancy fraud.
- 2.21. Of the 22 specific expectations BITMO complies with nine, seven are not applicable, and does not comply with six.

Strengths Tenancy support team, community fund, Financial inclusion work, tenancy fraud work.	Weaknesses Lack of targeted approach to tackle under occupation, no clear published information on tenancy management Inadequate system reporting to evidence equality and diversity in tenancy management
Improvement plan Produce tenancy leaflets giving information about succession, MX, Tenancy Support, Financial Inclusion.	

- 2.22. TSM data 2023-24 indicates that 71% are generally satisfied with the way BITMO manages the services they use.

3. Tenant Satisfaction Measures

- 3.1. There are 22 tenants' satisfaction measures covering 5 themes. They are:
- keeping properties in good repair.
 - maintaining building safety.
 - respectful and helpful engagement
 - effective handling of complaints.
 - responsible neighbourhood management
- 3.2. These measures are designed to assess how well social housing providers are meeting the needs and expectations of their tenants and to drive improvements in the quality of social housing services. The BITMO Board has set a target to achieve over 70% satisfaction in all areas, which is challenging but usefully focuses action for improvement over time.

3.3. At the time of writing we have two forms of data: Q4 data which just compares LCC overall and BITMO (table 1), and from Q3 A comparison between BITMO, LCC overall, two local comparator areas – Middleton and Hunslet, and national comparisons; (table 2).

Table 1

BITMO/LCC-COMPARED-Q1-4-2023-24


Click to view trend 	Leeds City Council	BITMO
Overall Satisfaction	66%	71%
Well Maintained Home	67%	76%
Safe Home	74%	80%
Repairs Last 12 Months	70%	77%
Time Taken Repairs	67%	73%
Communal Areas	64%	79%
Neighbourhood Contribution	60%	75%
Approach to ASB	53%	55%
Safety in neighbourhood	63%	58%
Neighbourhood Appearance	58%	59%
Listens & Acts	55%	62%
Kept Informed	67%	75%
Fairly & with Respect	74%	80%
Complaints Handling	29%	27%
Easy to Deal With	65%	74%
Friendly Approachable	62%	60%
Advice & Support	50%	56%
Good Reputation	37%	54%
Rent VFM	67%	65%

Table 1 shows that there are 8 areas that we need to focus attention on, with the greatest challenge being in resolving complaints. As we only receive approximately 50 complaints per year, the majority of which are not upheld, on the basis that we have followed the correct policy or procedure and administered it fairly it is difficult to know what scope there is to increase this satisfaction percentage significantly.

Table 2 BITMO Comparative TSM performance

TSM's Quarters 1-3 2023-24											
	BITMO	Leeds City Council	Variance	Hunslet	Variance	Middleton	Variance	Acuity England	Variance	Acuity Non London	Variance
Overall Satisfaction	71%	64%	7%	78%	-7%	70%	1%	73%	-2%	69%	2%
Well Maintained Home	76%	67%	9%	72%	4%	74%	2%	71%	5%	73%	3%
Safe Home	81%	74%	7%	85%	-4%	73%	8%	78%	3%	79%	2%
Repairs Last 12 Months	77%	70%	7%	83%	-6%	71%	6%	74%	3%	77%	0%
Time Taken Repairs	74%	66%	8%	72%	2%	65%	9%	70%	4%	73%	1%
Communal Areas	76%	65%	11%	87%	-11%	88%	-12%	66%	10%	66%	10%
Neighbourhood Contribution	75%	61%	14%	74%	1%	58%	17%	66%	9%	68%	7%
Approach to ASB	55%	53%	2%	64%	-9%	58%	-3%	61%	-6%	59%	-4%
Safety in neighbourhood	59%	63%	-4%	60%	-1%	50%	9%				
Neighbourhood Appearance	64%	59%	5%	60%	4%	57%	7%				
Listens & Acts	64%	55%	9%	69%	-5%	66%	-2%	60%	4%	63%	1%
Kept Informed	76%	66%	10%	71%	5%	66%	10%	77%	-1%	74%	2%
Fairly & with Respect	79%	74%	5%	80%	-1%	38%	41%	75%	4%	77%	2%
Complaints Handling	28%	29%	-1%	40%	-12%	35%	-7%	34%	-6%	36%	-8%
Easy to Deal With	75%	66%	9%	69%	6%	69%	6%	73%	2%		
Friendly Approachable	62%	64%	-2%	80%	-18%	71%	-9%				
Advice & Support	55%	54%	1%	60%	-5%	64%	-9%				
Good Reputation	55%	39%	16%	80%	-25%	57%	-2%				
Rent VFM	66%	69%	-3%	80%	-14%	79%	-13%				

Table 2 shows that compared to Hunslet and Middleton we have work to do in terms of communal areas, complaints handling, and being friendly and approachable, and providing advice and support, as well as in terms of reputation, and perceptions of value for money of the rent charged

3.4. The areas of relative strength for BITMO are:

- the maintenance of homes,
- the time taken to complete repairs,
- contribution to the neighbourhood,
- the appearance of the neighbourhood,
- keeping tenants informed of issues that matter to them,
- being treated fairly and with respect, and
- being easy to deal with

3.5. The areas where we need to improve tenant experience are in relation to:

- communal areas,
- complaints handling,
- managing ASB,
- the advice and information we provide
- being friendly and approachable,
- our reputation
- value for money of the rent charge

3.6. These issues are being discussed by BIMTO colleagues and an improvement plan is being prepared.

4. Improvement actions currently underway

4.1. ASB

4.2. We have arranged an audit of case management and training and will strengthen ongoing quality reviews of case management. We have improved the information we provide, the letters we are using, and need

to maintain closer contact with complainants to keep them informed of the action we are taking.

4.3. Complaints

4.4. Our approach to managing complaints has been reviewed. The process is being aligned with that of LCC. We do not anticipate that this will result in any change in customer satisfaction as a result, however.

4.5. Advice and Support

4.6. We will consult with residents to find out what kind of advice and support they need and more actively promote the advice and support service that we do provide via the Tenancy Support Team, Financial Inclusion Service, and our Community Development Team. We do not have a plan for improving our reputation, other than raising awareness of the work we do, and the extent to which tenants are able to influence how we manage the Belle Isle estate on their behalf

4.7. There are a number of areas where self-assessment indicates that BITMO is not fully compliant with the requirements of the consumer standards. Where compliance can be influenced by BITMO we have developed an improvement plan to address the areas of weakness.

5. Tenant Engagement

5.1. This section of the report describes BITMO's approach to tenant engagement, information about surveys and other activities carried out and planned and evidence of engagement informing decision making and improving outcomes for tenants.

5.2. BITMO is a tenant led, customer driven organisation. Our aim is to work with tenants to create a safer stronger, greener Belle Isle. We adopt an "outreach approach" to work with tenants across all service points and social media to amplify the tenant voice and use it to improve what we do, so that we are advocating on behalf of our community and providing the best services possible.

6. Planned maintenance work

6.1. When planned maintenance work is scheduled we involve tenants in the design and planning of that work. We are clear about the options they have within the work being done and we will support them during the work so that they are able to have access to bathroom and kitchen facilities whilst the work is ongoing.

6.2. We carry out satisfaction surveys to understand the customer experience of the work done and feed this information to Board and to tenants.

Table 3 Customer satisfaction with planned maintenance

Satisfaction with kitchen and bathroom programme 2023/24	% people completely satisfied
Overall satisfaction	100%
Colour choices	84%

Time taken to complete	84%
Quality of work	85%
Courtesy of tradesperson	100%
Satisfaction with roofing programme 2023/24	% people completely satisfied
Overall satisfaction	92%
Time taken to complete	85%
Quality of workmanship	92%
Courtesy of tradesperson	92%

7. **Responsive repairs**

7.1. We have begun using the Voicescape platform to increase customer contact where a repair has recently been completed. We use the platform to check that the experience was a positive one and that there are no outstanding issues. This will demonstrate our commitment to high quality customer service and allow us to identify any problems and resolve them. Current information indicates 84% satisfaction with the responsive repairs service. (The data is from both the Mears survey and the BITMO survey. Both methodologies provide 84% satisfaction (Q3))

8. **Shareholder Meetings**

8.1. We host 3 shareholder meetings each year. Shareholders are those tenants who have shown an interest in the operation of the TMO and who vote on business at AGM's. The purpose of the meetings is to encourage active participation by shareholders, to listen to their thoughts on the services we provide and to adapt what we do in the light of their comments.

9. **Retirement Life Meetings**

9.1. We meet with Retirement Life residents monthly to discuss our support offering, the services available to them and the social activities that we arrange. Newsletters are produced following these meetings and sent to all Retirement Life residents.

9.2. A survey of Retirement Life residents was carried out in Spring 2024. 97 surveys were sent out and 41 were returned – overall response is 42%

9.3. Overall, the warden service is well received amongst residents, and they feel supported. The employment of a new permanent warden has increased satisfaction amongst residents. The activities within the communal areas have increased and are now more diverse. We will consider ways to improve the service provided when the regular wardens are off, and speak to residents about what they want from the communal activities. We will also seek to increase participation by promoting these activities to older members of the wider community.

10. **Social Media**

10.1. We use social media channels, predominantly FaceBook to run engagement campaigns throughout the year, asking tenants to comment or complete short surveys. This has very limited success. For example we

consulted with tenants around the issue of ASB in ginnels on the estate.

We only received one response, saying they had not experienced any ASB.

10.2. We are changing the approach this year to use Voicescape to carry out more targeted engagement. The engagements we have planned in for the next twelve months include:

- May - Digital adoption consultation
- June - Advice and Information consultation
- July - Ballot
- September - Ballot
- November - 5 year plan

11. **Face to Face Consultation**

11.1. We have carried out a range of face to face consultations in the GATE and via outreach. The issues raised and actions taken are presented below.

This information has been shared with the people who attended, the people living in the accommodation concerned, and with all tenants via the website. This provides evidence of tenant led decision making by management and the Board, and improved services for tenants.

11.2. **People are concerned** about the appearance of the estate and in particular the condition of people's gardens and our enforcement team pick up this issue. **We have developed a garden tool library to help people who don't have access to gardening tools, and we can provide skips to help people if needed.**

11.3. **People told us** that the standard of cleaning in the three storey blocks is not high enough. **We have** increased the frequency of cleaning. **They also told us** that the gutters and drains need of the three storey blocks needs unblocking – **We arranged for all the gutters to be cleared.**

11.4. **Residents told us** that they are concerned about ASB around the BITMO office outside office hours that impacts on people living nearby. **We have improved the CCTV and lighting and have told the police about these concerns.**

11.5. **Retirement Life residents told us that the facilities provided are not very good.** In consultation with residents **we have: Repurposed** the bowling green as a community orchard and **redecorated**, carpeted and furnished the communal room, and **improved** access to the laundry, and provided garden tables and chairs.

11.6. As part of the Health Needs Assessment residents **told us that a lack of usable green space** is a problem in terms of recreation and health and wellbeing. We are working with groups of volunteers on the community orchard, community garden, and tree planting across the estate. We have fenced off Belle Isle Circus, and providing lighting so it is a safer place. We are refurbishing the multi-use games area, and establishing a play programme at Low Granges.

11.7. **Closing the Consultation loop**

11.8. The results of BITMO's engagement activity is reported back to tenants via the Annual Report as well as throughout the year via the website, in the

You Said We Did section. They are presented to and discussed by the Board annually, and form the basis of the Board strategy development. Individual consultation activities are reported to the Board at each meeting. Board papers are published on the website. There is clear evidence that Board decisions are influenced by community engagement.

12. Complaints 2023/24

- 12.1. Tenants were asked to provide comments following the overall satisfaction question. Overall, 2341 respondents left a comment, which were analysed and categorised into themes.
- 12.2. From 1st April 2023 to 31st March 2024, 45 complaints were received. This is 25 per 1k units. The majority of complaints involved repair issues (35) with the remainder being about managing tenancies (10). Most complaints were resolved at Stage 1 of the complaints process. 12 were escalated to stage 2. 39 out of 45 complaints were responded to within target timescales. 6 complaints (13.33%) failed to meet the deadline. This was due to lack of information available to complete a response. Holding letters/email messages/telephone calls were sent to inform the complainants of the delay. Of the 45 complaints received 9 (20%) were upheld in the complainants favour, 4 were partially upheld (8.9%) and 32 (71.1%) were not upheld. During this period 4 compliments were received. These were all responded to within the specified timescales and passed on and congratulations given to the relevant department/service and staff members involved.
- 12.3. Three complaints were referred to the Ombudsman, one was not upheld, one was upheld and maladministration found (we have requested a review of this decision), we are still awaiting the outcome of the third.
- 12.4. The key areas of dissatisfaction regarding repairs are time taken to complete a repair, the number of attempts to resolve a defect, without the root cause being identified (particularly in the case of roofing repairs¹ and mould and condensation²), and BITMO not carrying out work to the satisfaction of the tenant. This latter category is particularly in relation to kitchen and fencing replacements, where in relation to the former, it is considered that the kitchen has not exceeded its lifespan and is still in reasonable condition, and regarding fencing, where we decline to carry out fencing works that are the tenants responsibility.
- 12.5. The second category of complaints, tenancy management, fall into two main areas, ASB, and tenancy changes. Complaints about ASB tend to be that BITMO is not acting sufficiently quickly or effectively to eradicate the ASB complained of and requests to succeed to tenancies are not granted. In terms of ASB, we have recognised that our information to tenants about ASB could be clearer in setting out 1] what constitutes ASB, 2] the level of

¹ Correct diagnosis of roof repairs is often difficult and can be a case of trial and error

² The majority of complaints of mould and condensation are caused by excessive humidity

information we need to begin action, 3] the level of evidence needed to progress a case and 4] the tools we are able to use in different circumstances and the factors that influence decision making.

12.6. From complaint to service improvement

12.7. In terms of learning from complaints and improving the service, we have revised and enhanced our repairs offer to include matching kitchen units and worktops to extend the life of the kitchen, and increased planned maintenance expenditure on roofs. We provide specific advice regarding mould and condensation, carry out repeated anti-fungal washes and provide de-humidifiers to help tenants to manage humidity. We have also targeted our winter warmth campaign to those tenants most affected.

12.8. We have improved our ASB leaflet, and information on the website, and have improved the letters we use to close cases to set out the action we have taken and why the case is being closed. As mentioned above we have requested an audit of ASB cases from LCC as well as training for officers. We are strengthening our case management quality review arrangements.

12.9. Regarding successions we are producing a leaflet to explain to people who is eligible to succeed a tenancy, and the action we will take to help them secure suitable alternative accommodation where appropriate.

12.10. The table below shows that the number of complaints received has been maintained at a level of 25 to 30 per 1,000 units in management over the last 9 years. Repairs has always been the main area of complaint as is typical across the sector as this is the aspect of the service that most people engage with regularly.

Table 4 Complaints trends 2015- 2024

	Previous Years						Compliments
	Total	Main type of complaint	Response on target	Upheld	Partially upheld	Not upheld	
April 2015 - March 2016	27	Repairs	25 out of 27	7 out of 27	8 out of 27	12 out of 27	5
April 2016 - March 2017	26	Repairs	26 out of 26	12 out of 26	1 out of 26	13 out of 26	7
April 2017 - March 2018	54	Repairs	53 out of 54	20 out of 54	11 out of 54	23 out of 54	11
April 2018 - March 2019	32	Repairs	32 out of 32	5 out of 32	5 out of 32	22 out of 32	20
April 2019 - March 2020	43	Repairs	43 out of 43	14 out of 43	12 out of 43	17 out of 43	2
April 2020 - March 2021	27	Repairs	22 out of 27	15 out of 27	4 out of 27	8 out of 27	2
April 2021 - March 2022	32	Repairs	20 out of 32	22 out of 32	7 out of 32	3 out of 32	11
April 2022 - March 2023	40	Repairs	29 out of 40	5 out of 40	14 out of 40	21 out of 40	6
April 2023 - March 2024	45	Repairs	39 out of 45	9 out of 45	4 out of 45	32 out of 45	4

13. Wider strategic priorities

13.1. At the BITMO Board strategy away day in August 2023 , Board members considered what their strategic priorities are for the next five years. They discussed the future of the repairs service, organisational growth, and challenges and opportunities that regulatory reform presents in terms of service improvement and increased customer engagement.

13.2. Repairs

13.3. Challenges with the quality of the repairs services arising from financial pressures upon contractors in the context of macroeconomic turbulence, labour shortage and material costs, combined with underdeveloped LCC IT systems that make contract management difficult, create a situation in which the level of customer service we are able to provide falls below contractual KPIs. This means that customer satisfaction and value for money have not been at the level we need. We have been able, working with LCC colleagues and the contractor to make some changes that have reduced costs and increased quality.

13.4. The Board wanted to examine three options for the future procurement of repairs contracts:

- Continue to procure a single contractor on a JCT measured term contract
- Create an internal labour force to deliver repairs direct
- Contract with a number of smaller contractors

13.5. Board have requested an option appraisal of these models, and this will be presented to them in September.

13.6. Growth

13.7. The Board considers that tenant leadership and community control bring benefits to tenants in the quality and range of services provided. They believe that tenant management as a movement should be promoted in Leeds and nationally.

13.8. The number of units managed by BITMO reduces each year as a result of Right To Buy legislation. Income reduces accordingly. This impacts the long term sustainability of the organisation. The Board considers that in order to continue to deliver benefits to tenants it needs to grow as an organisation. There are different options for growth that were considered at the away day:

- Increase the number of units in management
- Develop income generating ventures such as setting up a CIC
- Establish the LIFT OFF charity to generate funds

13.9. Increasing the number of units in management is a long term goal. It could be achieved by an organised group of tenants from adjacent neighbourhoods requesting to become incorporated into BITMO. It will require an active tenant management information campaign, support from the local authority, local engagement and resources to develop the capacity of the tenant group to work through the issues involved in becoming incorporated into BITMO.

13.10. There are numerous options for the development of community interest companies. Ideas that have been discussed include:

- a not for profit driving school that provides low cost driving lessons to Belle Isle tenants
- a tree nursery
- a TMO information training and consultancy provider
- a handyman service

13.11. The Lift Off Charity is currently in the process of being registered. Its aims are to alleviate poverty through the support of educational attainment in Belle Isle.

13.12. The Board will have a further away day in October this year, at which a five year plan will be developed to carry forward the priorities agreed.

13.13. Service Improvement

13.14. The improvement plans in place to support service improvement and increased levels of tenant satisfaction will be discussed at the next Board meeting at the end of May.

14. Conclusion

14.1. Self-assessment against the regulatory framework indicates an organisation that is preparing to be fully compliant with the requirements of the regulatory framework, that is performing well against key metrics, and has clearly defined improvement plans in place to strengthen its arrangements and service outcomes

15. Recommendations

15.1. Members are requested to note and comment on BITMO's report and the information it contains.