



# Annual Report to Tenants 2024



**Belle Isle Tenant Management Organisation**

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# Annual Report to Tenants 2024



## Building a better future for Belle Isle.

Welcome to our annual report for 2024, the year in which BITMO secured a further mandate from Belle Isle tenants to continue providing services to you for another five years.

# Annual Report

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# Welcome

## A message from Harry, BITMO's Chairman



**At the very heart of everything we do, is our commitment to tenant management, organising our services around what tenants in Belle Isle tell us they want. This report shows you the progress we are making in offering the best possible services that reflect your needs, and making a positive difference by championing you and the Belle Isle Community.**

Providing you with the best customer experience is nothing less than you deserve, and this year we have undertaken a thorough review of the way we meet the legal requirements to provide safe good quality homes, be transparent in everything we do, and make sure that tenants have influence and the ability to hold us to account for what we do. We deliver lots of different services, and not all tenants use all of them, but you do all use the lettings service, the repairs service, and the rent collection service, and we believe that these are fundamental to your experience of BITMO.

Throughout the year, we consistently achieved over 71% overall customer satisfaction, however there is more work to do.

In April, the Regulator of Social Housing introduced Tenancy Satisfaction Measures (TSMs), a new set of measures designed to make landlords' performance more visible to their tenants and so they can hold them

accountable. In turn, they help us understand how happy you are with different parts of our service and highlight where we can improve. Complaints are another important part of that picture. They give us insight into when we have not got something right, despite our best intentions. Complaints helps us learn how we can improve our services for the future.

This annual report provides information about the services we provide, the money we spend, and the standards we achieve. It sets out our plans to do better all the time, and to earn your continuing commitment to tenant management in Belle Isle. Looking to the year ahead, our ambition is to build on the success we are having delivering for you. You will see from the detail that follows in this annual report that we have been exceeding our targets in many areas and making considerable progress in others.

**- Harry Austin,**  
BITMO Chairman

# BITMO's plans are built around five key themes

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**01.**  
Getting the  
basics right

**02.**  
Our green  
agenda

**03.**  
Digital  
enablement

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**04.**  
Developing  
our people

**05.**  
Meeting community  
needs

# Who we are

## BITMO is led by a tenant board

The Senior Management Team is made up of our Chief Executive and two Heads of Service:

**Deborah Kelly**  
Chief Executive

CEO Deborah is passionate about providing excellent services and putting tenants first. She has worked in social housing for 37 years, and is responsible for making sure BITMO is well run, delivers good services and complies with all its legal, contractual and regulatory obligations.

**Peter Olver**  
Head of Service

Head of Governance and Finance, Peter is a qualified Accountant and he has worked in the charitable and public sector for 30 years. He manages our finances and makes sure we direct money to where it is most needed and that tenants receive services that represent value for money. He is passionate about safeguarding and is an advocate for equality, diversity and inclusion.

**Curtis Jenner**  
Head of Service

Head of Repairs, maintenance and Investment, Curtis has worked in housing for 15 years and he leads our building safety, investment, customer and estate services programmes. He is responsible for the front-line customer service on repairs and drives excellence and continuous improvement of the organisation.





In 2024, some 93 percent of those who voted said they wanted BITMO to continue.

Since 2004 Belle Isle TMO's mission has been:

## Building a better future for Belle Isle.

Belle Isle TMO has three key aims that will enable the organisation to achieve its mission:

### 01. Transparency

Maintaining a well-run organisation that is led by tenants and is open, transparent and financially viable.

### 02. High Quality

Provide high quality services that focus on the organisation's key functions as well as other areas.

### 03. Strength & Safety

Build a stronger and safer community.

# 2023/24 by Numbers

## Letting homes in Belle Isle

Belle Isle is a very popular estate. We use the Council’s Choice Based Lettings scheme and allocate properties in line with the Councils policy.

**111**  
Terminated tenancies

**101**  
New tenancies

**£421,700**  
Spent on void repairs

**£2,057.07**  
Average cost to ready property for new tenant

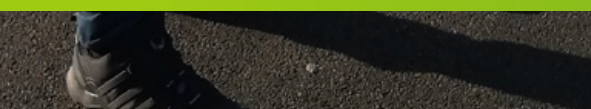
**36**  
Average days to let homes from key-to-key



**10**  
Mutual Exchanges

Getting a transfer to another council or housing association property can be very difficult. That’s why the opportunity to swap to a more suitable home is so popular with tenants. House Exchange, which all tenants can use provides a way for social housing tenants to move by swapping homes with another social housing tenant anywhere in the UK.

Property Type	Total	No. Let
1 Bed Bungalow	64	8
1 Bed Flat	473	36
1 Bed Flat (Sheltered)	-	3
1 Bed House	11	0
2 Bed Flat	116	4
2 Bed House	624	33
3 Bed Flat	2	0
3 Bed House 1945-1964	404	5
4 Bed House 1945-1964	133	3
2 bed Low/Med Rise Block 1945-1964	6	9
<b>Grand Total</b>	<b>1,834</b>	<b>100%</b>







# Community Engagement

## 01.

### A Stronger Greener Belle Isle.

A key priority we acted on this year is having a more visible presence in the community, being hands-on around the estate. We have been carrying out far more estate inspections and speaking with people about their priorities. As a result of this we have carried out more improvements on the circus, planted 52 trees, worked with tenants encouraging them to look after their gardens, and set up a garden tool library, where you can borrow garden tools free of charge.

We worked with the community and a small fruit tree growing co-op to plant three small community orchards.

## 02.

### Working in your community.

Our tenant engagement continues to harness the feedback and insight that only you are uniquely placed to give. It is vital to helping us improve the services we deliver. We have plans to increase tenant involvement in the next year through creating opportunities for service improvement workshops, mystery shopping and surveys.

## 03.

### Tenant events and activities.

We ran free food and activities on three days a week (except bank holidays) across all thirteen weeks of the school holidays.

We had the very successful Belle Isle Gala.

We ran free English & Maths tuition for Year 4 and 5 pupils throughout the school year, with a free hot meal for the children, their families and other members of the community.

We put on three free plays, arranged by our partners Red Ladder.



# 2023/24 by Numbers

## Looking after your home

Our repairs team play a crucial role in managing your home, ensuring it is safe, comfortable, and secure.

### £1.82m Invested

We know that a good and reliable service matters and in 2023/24 we invested £1,819,889 in maintaining and improving tenants' homes.

### 77% Satisfaction

Our aim is to complete your repairs effectively and efficiently, ideally at the first visit to minimise any inconvenience. Therefore, I am hugely encouraged that customer satisfaction with repairs consistently reached 77% throughout the year.

## leaks, condensation, damp, and mould

Addressing leaks, condensation, damp, and mould is a priority for you, and for us. **Of the 1834 homes we manage 94 tenants let us know they are concerned about damp and mould.** This is a category one health hazard and we work hard to rectify problems as soon as possible. Of the 94 homes surveyed:

- 33** problems identified as being resolvable via improved heating and ventilation.
- 19** identified as needing further follow up work.
- 5** required installation of Positive Input Ventilation Systems.

## £1.34m for key component replacements

In 2023/24 we invested **£1,342,677.78** on replacing key components in your homes. This included:

 **4**  
New bathrooms

 **33**  
New Kitchens

 **15**  
Roofs

 **65**  
Boilers upgrades

 **25**  
Insulation upgrades

 **26**  
Windows and doors



# This year we completed 5,232 repairs

**£208.49**

Average cost per repair

**93.1%**

Repairs completed on time

**7**

Days average completion



## Safety in your home

The safety of your home is very important to you and to us. At year end our building safety records showed:

**97%**  
of homes  
have a current  
gas safety  
certificate.

**89.5%**  
homes with  
electric periodic  
inspection  
certificates

**100%**  
of asbestos,  
water and fire  
safety checks  
completed

## Future Plans

We are carrying out stock condition surveys on all our stock so that we can draw up a 5-year investment plan. This will give everyone certainty about the work that is going to be done in their home. The investment programme will be heavily focused on roofs and insulation, and heating systems to make sure your homes are more affordable to run, while reducing carbon emissions at the same time. Planning over a 5-year time frame will, we hope bring better value for money.

# 2023/24 by Numbers

## A safer Belle Isle

We work hard to help you to feel safe in your home and your community. Our tenancy support team let properties, support vulnerable tenants and enforce tenancy conditions.

In 2023/24 we visited 735 tenants, and supported them in lots of ways including through our Community Fund, signposting to support agencies, and encouraging them to participate in activities that we run. When it comes to **anti-social behaviour**, we have regular meetings with the police, and share intelligence about issues in the area. If you are concerned about anything you see that you think may be criminal report it to the police immediately.

**93**

**ASB cases raised**

**85**

**ASB cases closed**

**55%**

**case satisfaction**

Type of ASB	Number Reported
Noise	42
Animals	17
Drugs	7
Rowdy/Verbal/Threats	10
Misuse of public spaces*	17
<b>Total</b>	<b>93</b>

\*Neighbour disputes, parking, nuisance vehicles, other.





## Tenancy Fraud

We investigated 6 cases of potential tenancy fraud. Tenancy Fraud is a criminal offence which can result in a custodial sentence. The types of tenancy fraud we typically investigate include succession fraud, this is when a person claims to have lived in a property longer than they have in order to obtain that tenancy when the original tenant dies.

Subletting, and giving false information on an application for housing are also investigated. Tenancy fraud awareness training has seen a change in how we capture information from the people making those reports, and in 2023/24 we recovered five sets of keys from people who had committed tenancy fraud.

## Hoarding

2-4% of the UK population suffer from hoarding disorder. Hoarding is a growing problem. Sometimes hoarding is quite well controlled and doesn't present risks to people, but other times, the situation is very serious and presents significant health and safety risks to tenants, their family and neighbours. It can have a huge impact far beyond the individual who suffers from it, much more so than other mental illnesses. Family members of those who hoard, whether or not they live with the person with hoarding disorder (HD), are affected by both the emotional toll of the disorder and the physical consequences.

From a housing management point of view, we are concerned about risks around fire, and the wellbeing of the people living in the house where there is a hoarder.

Our tenancy support team work with people who experience hoarding disorder, helping them to access support, and putting plans together to help them to reduce the hoarding. In 2023-24 our team helped and continue to support 5 households who display behaviour that could be described as disordered hoarding.

## Future Plans

There is work to do here to improve the customers experience of how we address ASB. We are working to improve how we keep tenants informed and respond quickly to reports of ASB. We work with the police where we can to share information and act decisively, and we want to build on this.



# 2023/24 by Numbers

## Your money

We know that many families have been hit hard by the soaring cost of living, and our work on financial inclusion is really helping people to make ends meet. We put over £300k into the pockets of tenants on the estate. We are dedicated to helping you navigate the pressures you face, providing free support and guidance you can turn to whenever you need it. Whether it is helping you manage your money, supporting you with your tenancy, getting you digitally confident, finding a job or treading a new career path, or providing a welcoming warm space during the winter months. **In 2023 -24 we helped:**

**179**  
households to access additional grants and benefits

**107**  
people to buy essential household items totalling £10,957

**11**  
people to get their gas supply reconnected

**95**  
winter warmth packs given away

When the Belle Isle foodbank lost its base, we arranged for them to be based out of BITMO's GATE to ensure this vital service can continue.

## Tenant Debt

If you are having difficulties paying your rent our Income Team are here to help you. Speaking to us as soon as possible and staying in touch is key to successfully sustaining your tenancy. The level of rent debt carried by BITMO is one indicator of tenants' financial health. This year's debt performance improved again.

In 2023-24 there were:

**133** Notices to seek possession served

**19** Court orders obtained

**5** People evicted

Eviction is absolutely a last resort, we will do everything we can to help you to keep your home. If you have money problems speak to us.

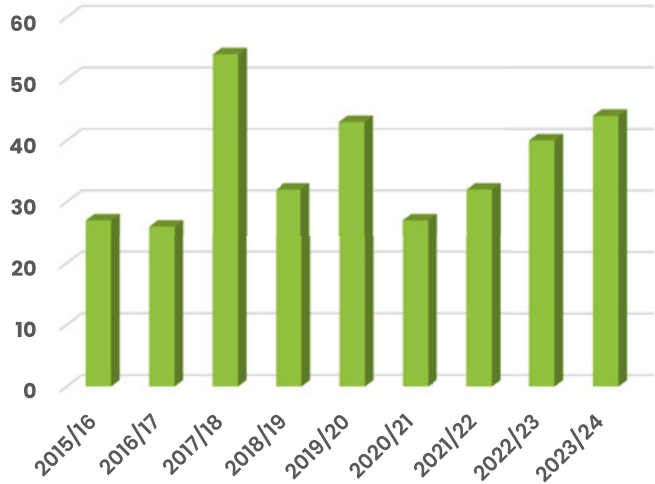
# 2023/24 by Numbers

## Your feedback

### Learning from Complaints

A total of 44 complaints were received in the year. Most complaints were resolved at Stage 1 of the complaints process. Twelve were escalated to Stage 2.

35 complaints concerned repairs to properties with the remaining 9 being about tenancy management issues.



### Performance in responding

39 out of 44 complaints were responded to within timescales. 5 complaints (11.36%) failed to meet the deadline. This was due to lack of information available to complete a response at that time.



Ombudsman: Three cases were referred to the Ombudsman in the year, having exhausted the internal complaints process (compared to two in the previous year). One case had no maladministration found, but one case was found to have a service failure and one case was found to have maladministration.

Complaints provide very valuable information about the ways in which we can do better to provide an even better service to you. Over the last year we have changed our policy regarding kitchen renewals, we will now match kitchen units when replacing them rather than leave you with a mismatched kitchen, unless you are going to be getting a new kitchen in the next 12 months.

### It's good to talk!

They say the key to a good relationship is communication, and every year we try to communicate more, listen better, and act on the things you tell us.



In 2023 -24 we sent **12 tenant emails**, **44.2% open rate**, **16,149 emails delivered successfully**.

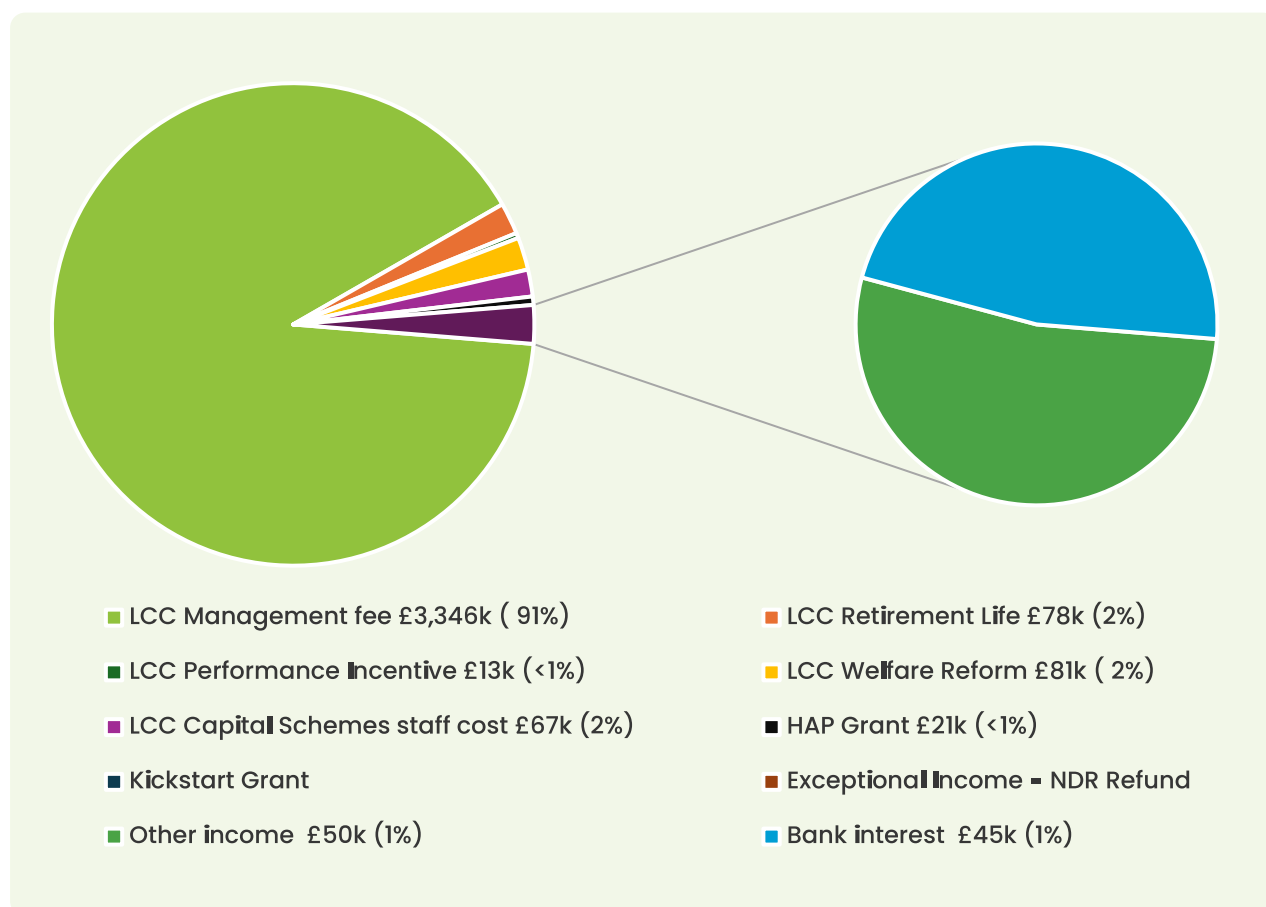


We posted on Facebook **293 times**, with a **reach of 68.2k**. There were **5.6k interactions** with our content. We **increased our followers by 298** over the year.

# 2023/24 by Numbers

## BITMO Finances

### Where each pound comes from in 2023/24

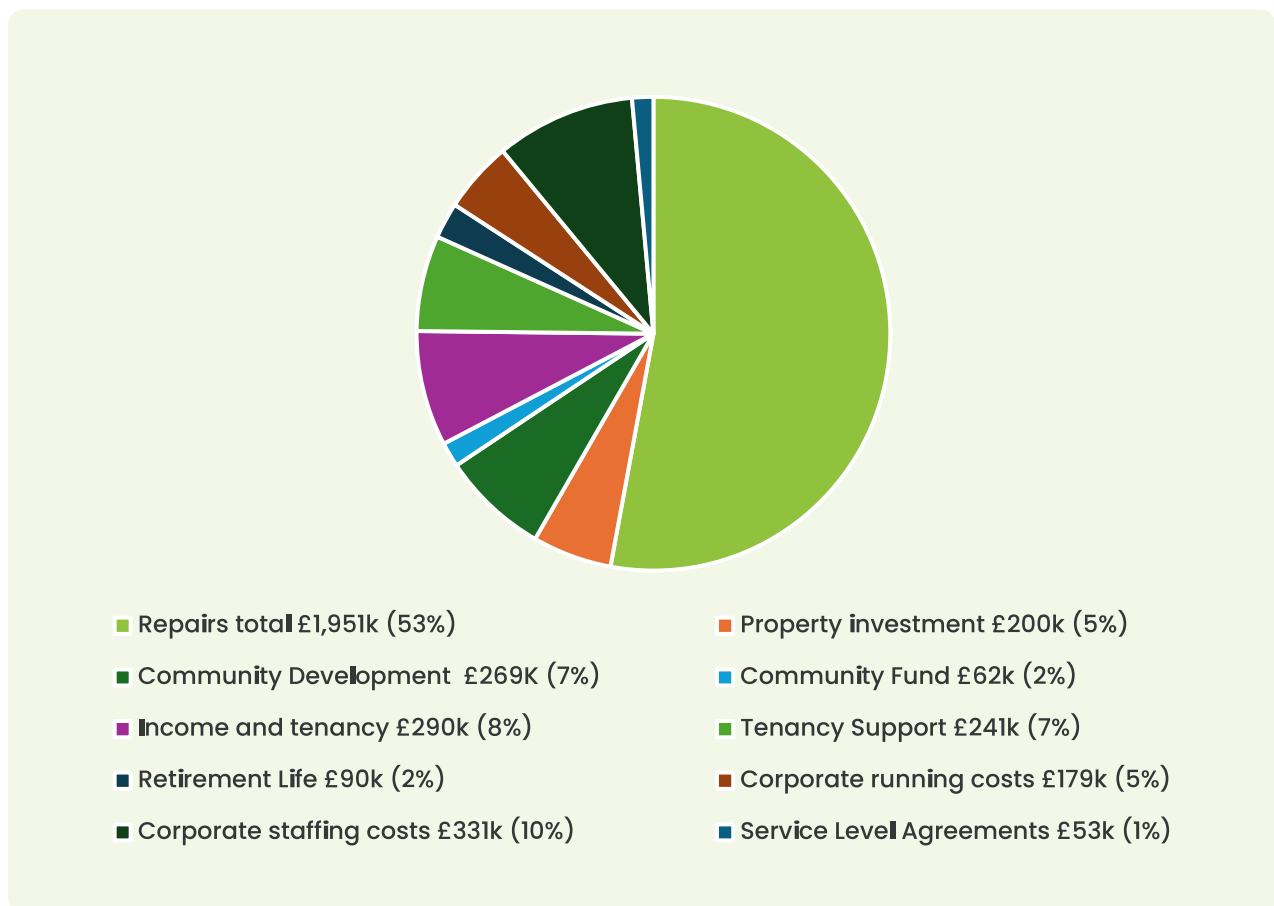


#### Notes:

1. Total income £3,700,795 (97% from Leeds City Council)
2. LCC – Leeds City Council. Fees under the 5 year Management Agreement
3. HAP Grant – Housing Advisory Pane



## Where each pound comes from in 2023/24



### Notes:

1. Total expenditure £3,689,077
2. Staff costs included above were £1,603,353

### Property Investment:

In addition to the above activity, BITMO acts as managing agent for Leeds City Council in ensuring that properties are of a decent standard. To do this we manage Leeds City Council expenditure on the replacement of roofs, windows, doors, kitchens, bathrooms and other 'capital' elements of the properties under our management.

# 2023/24 by Numbers

## BITMO Finances

### Property Investment in 2023/24



- Kitchens and Bathrooms £208k (12%)
- Boiler Upgrades £146k (8%)
- Footpaths £54k (3%)
- Asbestos £23k (1%)
- Repointing £39k (2%)
- 3 Storey Blocks £210k (12%)
- Mansard Roofs £153k (8%)
- Thermal Efficiency £336k (19%)
- Adaptations £232k (13%)
- Capital Voids £156k (9%)
- Adhoc capital works £216k (12%)
- Other £24k (1%)

#### Notes:

1. Total capital spend was £1,798,070 out of a budget of £1.9m (95% spend)

### Total financial activity for 2023/24

Total spend by BITMO including both day to day and capital investment was therefore £5,487,147.

**£5.48M**  
Total spend

For a more detailed breakdown of our finances see our financial statements online:  
<https://www.belleisle.tmo.co.uk/your-tmo/about-us/our-performance/>

# 2023/24 by Numbers

## Tenant Satisfaction

The Regulator of Social Housing introduced **Tenant Satisfaction Measures** in April 2023 as a way of assessing how well social housing landlords in England and Wales are doing at providing quality homes and services. The Measures are aimed at helping improve standards. We compare BITMO's performance with Leeds Housing's Performance:

Measure	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%

*These figures relate to 2024/25 but are indicative of tenant satisfaction generally.*

# Thank You

**We hope you've enjoyed reading this Annual Report to Tenants.**

We are proud of the work we are able to do on your behalf, making a difference in the community. We can only do it because BITMO is tenant led, and we believe that makes all the difference. In the next year we will be recruiting additional tenants to get involved in mystery shopping, a new customer committee, and join our board.

We will continue to be led by you, the people who live in Belle Isle, adapting and evolving to meet your needs, enhancing our offering to better serve you. We hope you will consider becoming more involved and shaping the future of your community.

If you would like to find out more about how you can get involved in running the Belle Isle Estate please get in touch, we would love to hear from you.



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