

FIT FOR THE FUTURE 5 YEAR PLAN 2019/24

BITMO is a unique provider of quality housing services in Leeds, with a strong community base, exceptional colleagues and customers who want BITMO to add real value to the people who live in Belle Isle

We manage 1800 homes, have 38 staff and support a group of volunteers who run a community café and various groups for Belle Isle residents.

We are committed to delivering long term sustainable community benefits in Belle Isle and providing Leeds City Council with a cost effective way of delivering services.

This five year plan sets out how we will continuously improve what we do to be stronger, and more successful year on year.

We will continue our three key aims of:
Providing high quality services
Building a stronger safer belle isle
Being a well run TMO

Getting the basics right

We have a singular commitment to simplicity and deliver continuous improvement in every aspect of BITMO, enhancing value for our customers,

We will build leadership and accountability into our service, continually challenging what we do and how we do it to provide the best possible service to our community

We will equip our staff to act make a difference in our community

Our Green Agenda puts our response to the climate emergency front and centre of how we conduct our day to day business and how we invest in our community.

Our planned investment programme focuses heavily on improving energy efficiency and thermal comfort in our homes. We are moving towards electric vehicles for our caretaking team and are reducing our carbon emissions in the BITMO office.

We will work with community groups to increase tree planting on the estate.

We are supporting working from home for colleagues to reduce carbon emissions and to support work life balance.

Digitally enabled colleagues and customers.

We are reducing our reliance on paper admin systems and embracing digital to work SMARTER. We have invested in on-line training for colleagues and customers to help develop digital skills that will help them stay relevant in a rapidly changing digital world.

Meeting Community needs

Our aim is to improve outcomes in health, work, and money for our residents. To do this we partner with a range of organisations who provide support with mental health, diet, smoking and lifestyle. We fund access to training, mentoring, work experience and volunteering opportunities. We can help to create a killer CV and provide interview practice. We provide budgeting support and financial inclusion services to help maximise income.

Developing our organisation

BITMO people are empowered engaged and enabled.

We want to be a company where people enjoy being at work and are freed up to do their best work and achieve satisfaction and reward from making a difference.

We believe strongly in People, Service and Community. Our leadership is focused on developing vibrant, energetic, solution focused teams working in the best interests of our customers. As an employer we seek to be supportive and caring, listening and empowering. We talk openly about what we can do better and the challenges ahead, by investing in training and collaboration we are creating an engaging, involving organisation where colleagues and customers are able to reach their potential.

When BITMO people achieve their potential they help BITMO residents to achieve theirs.

Your Views

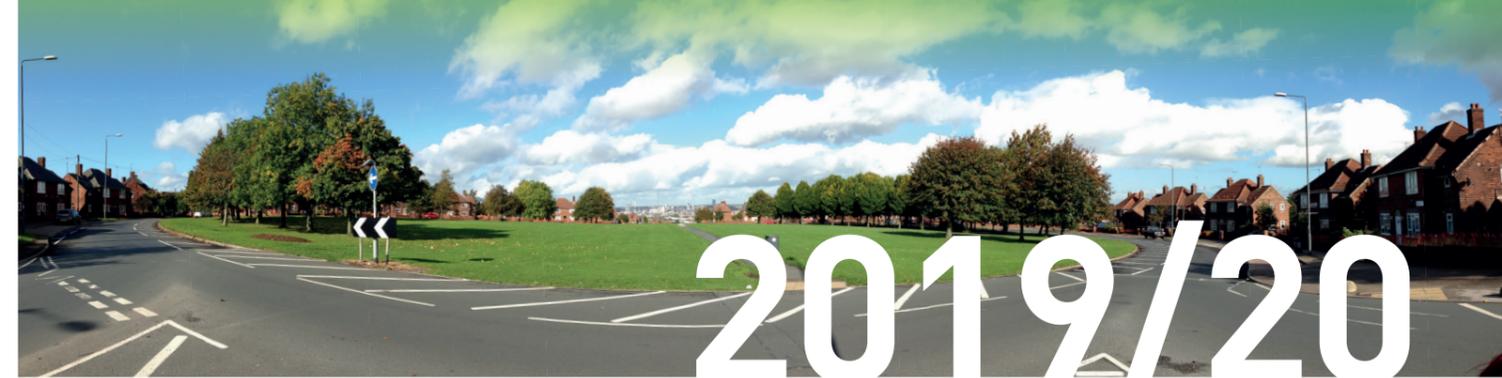
We want your views on the way that we deliver our services to you. You can provide us with feedback by emailing bitmo.enquiries@belleisle.tmo.co.uk, by commenting on our Facebook or Twitter feeds or via the "Your Views" box at our office.

We look forward to hearing Your Views! If any you have any comments about the information contained in this report, please contact Deborah Kelly, BITMO CEO: Deborah.Kelly2@belleisle.tmo.co.uk

 @BITMO_LS10  Belle Isle TMO



ANNUAL REPORT TO BELLE ISLE RESIDENTS



Deborah Kelly BITMO CEO

BITMO is a unique provider of quality housing services in Leeds, with a strong community base, exceptional colleagues and customers who want BITMO to add real value to the people who live in Belle Isle.

We are committed to delivering long term sustainable community benefits in Belle Isle and providing Leeds City Council with a cost effective way of delivering services.

In November 2019 BITMO were confirmed as the service provider of choice for the council tenants of Belle Isle. We

are working hard to improve the services to you to be the best in the city, to create a stronger and safer Belle Isle. This annual report details how we are currently performing and highlights what action we are taking where our performance is not as good as we would like it to be. It sets out our plan for the next five years and how you can have your say to influence what we do and how we do it.



Our homes

This table shows the profile of the stock we manage on behalf of Leeds City Council, our average weekly rents for all different types of property and the number that became

available to let in the last 12 months. Belle Isle is a very popular area to live in, with high demand and low turnover of properties of all sizes.

Tenancy type	No. in Stock	No empty (19/20)	Average Weekly Rents
All Stock Secure Tenancies	1865	101	71.72
One Bedroom Tenancies	565	56	65.09
Two Bedroom Tenancies	735	33	71.49
Three Bedroom Tenancies	430	16	75.91
Four Bedroom + Tenancies	134	4	81.56

Collecting Rent

We work hard to collect rent on time and to provide support to customers who are struggling financially. We have introduced innovative ways of working in the last year, using call to collect services, and training our staff to be more successful. Despite this debt levels remain above target. The COVID 19 situation and the pressures on households mean that in 2020 it will be more important than ever to work to improve rent collection levels. It doesn't help anyone to let them stay in debt, so we will be working closely with all our tenants to look for workable solutions with them.

We provide a wide range of payment options to make rent payments. We also offer independent and confidential free advice on all aspects of welfare benefits through the CAB and our in-house Financial Inclusion Officer.

If you are experiencing difficulties paying your rent, please contact us. We can help you to make a claim for UC, access debt counselling and advice services and come to a manageable agreement for you to pay your rent and any arrears.

Rent Statistics	2017/18	2018/19	2019/20
£ Tenant Arrears	£ 239,606.00	£262,304.00	£282,744.00
% Tenant Arrears	3.31	3.71	4.08
Evictions	9	7	11

Our homes

Empty homes benefit no-one. When a property becomes empty, we use Leeds City Councils Choice Based Lettings platform to find a new tenant as quickly as possible. This helps us to not only reduce the number of people waiting for a home but, in turn, helps to pay for the services provided. Our average re-let time is 26 days.

prepare for re-letting. There are a number of processes that we need to follow that take a lot of time. Carrying out asbestos surveys, assessing local connections and obtaining information from 3rd party agencies relating to housing need and evidencing proof of ID and need all add in delays. None of these stages can be missed however as demonstrating compliance with the LCC allocations policy and being completely correct and transparent in how we allocate properties is essential.

We continue to work hard to provide a customer centred lettings service that enables home seekers to make informed choices about their housing options. We embrace diversity and promote equality as one of our core principles. We are fully committed to making sure everyone has equal access to all of our services.

Period void	
Up to four weeks	59
5 to 9 weeks	47
Grand Total	106

This table shows how long properties were empty before we let them. We want to get our average re-let time down to 22 days and to do this we will need to significantly reduce the number of properties that take over 5 weeks to

Repairs

We have a contractual maintenance Partnership with Mears construction and we work hard at improving all aspects of the maintenance service delivered to our customers. We pride ourselves on the quality of this service as we know

it is the service our customers value most of all. We are currently in the process of procuring a new contract to begin in 2021, and we will work hard to maintain the quality of service that is provided, under that new contract.

Customer Service

In the last 12 months we have carried out 5,985 repairs, and the quality and timeliness of that work has been good.

Category of Repair	Emergency	Urgent	Routine
No carried out	1597	451	3937
No completed on time	1591	450	3924
% of repairs completed on time per priority	99.62%	99.77%	99.66%
Mears Satisfaction surveys by year	2017/18	2018/19	2019/20
% of customers satisfied with repair	91.49%	100%	100%

*These figures exclude planned work and routine gas servicing.

This is a great result but we know it doesn't tell the full story. There have been times when we've not completed a repair on time, or not done as good as job as we should and when that has been the case, we've tried to make it right. There are occasions when our customers aren't happy because we explain to them that we can't do a repair that is the tenant's responsibility. We are trying to be much clearer about what our responsibilities are and what are the tenants'

responsibilities so that we can manage expectations better.

Overall satisfaction with services provided by BITMO is generally high, as evidenced by the Tenant Ballot result of September 2019 (95%). This is a good achievement, but of course we recognise there is room for improvement so will continue to work hard to improve satisfaction amongst our tenants.

We Are Different

We are community lead. Our Board is independent of the Council but we work closely in partnership with Leeds City Council to provide high quality well-regulated services to the people of Belle Isle. We are local, face to face and responsive. Our unique relationship with Leeds City Council enables us to offer our customers the best that a large progressive local authority and a small local provider can provide by working together.

This year we have reviewed our 5 year plan which has resulted in a clear focus on the development of our new approach called 'Fit for the Future'

Fit for the Future is our plan for the next five years. It has five key objectives designed to deliver quality, support sustainability and contribute to community cohesion throughout our work in neighbourhoods, through our homes and services, **see overleaf.**

