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BELLE ISLE
TENANT MANAGEMENT ORGANISATION LIMITED

Report and Financial Statements

for the year ended 31 March 2026

BELLE ISLE
TENANT MANAGEMENT ORGANISATION LIMITED

Reports and Financial Statements for the Year Ended 31 March 2026

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Organisation Information
31 March 2026

Financial Conduct Authority registered number 29817R

Registered Office
Aberfield Gate
Belle Isle
Leeds
LS10 3QH

Management Committee ("the Board")

Board members who served during the year:

Harry Austin	Chair / Vice Chair	Elected Member - re-elected 26.9.25
Jean Burton	Secretary / Vice Chair	Elected Member
Trevor Brown	Treasurer / Vice Chair	Elected Member - elected as Treasurer 26.9.25
Stephen Brockley		Elected Member - elected 26.9.25
Margaret Brown		Co-opted Member
Councillor Wayne Dixon		Co-opted Member
Sharafath Ghafiri		Elected Member - retired 26.9.25
Rose Hodgkinson		Elected Member - retired 11.6.25
Ashley Knowles		Co-opted Member
Tracy Morris		Elected Member - retired 12.5.26
John Newbould		Elected Member - elected 26.9.25
John Oddy		Elected Member - re-elected 26.9.25, retired 27.6.26
Councillor Emma Pogson-Golden		Co-opted Member
Geraldine Roberts		Elected Member - retired 27.5.26
Sherie Sweeney		Elected - 26.9.25 retired 4.1.26.
Paul Truswell		Co-opted Member
Emma Walkley		Elected Member - re-elected 26.9.25
Angela Weglarska		Elected Member - elected 26.9.25
Katharine Youngs		Elected Member - elected 26.9.25

Chief Executive & Company Secretary
Deborah Kelly

External Auditor
Mackenzies LLP
One Express
1 George Leigh St
Manchester
M4 5DL

Bankers
NatWest Bank PLC
8 Park Row
Leeds
LS1 1QS

Solicitors
Leeds City Council

The Board of Belle Isle TMO (BITMO) presents its report and the audited financial statements for the year ended 31 March 2026.

1. Objects & Mission

BITMO is the largest estate-based tenant management organisation in the country outside London. It is based in the heart of our community in south Leeds and provides comprehensive social housing services and associated outreach programmes. We are committed to delivering long term sustainable community benefits in Belle Isle and providing Leeds City Council (Leeds CC) with a cost-effective way of delivering services.

The constitutional objects of Belle Isle TMO (BITMO) are: '*For the benefit of the community in the Belle Isle Estate, to carry on the business of providing, maintaining and managing housing and associated amenities and activities within the area of benefit*'. It is a Public Benefit Entity in that it provides services for the community of the Estate.

We are a locally based organisation, run by tenants for tenants. BITMO's Board comprises 12 tenants elected by tenants and up to 4 co-optees. It is responsible for managing over 1,800 of Leeds CC houses, as well as providing other estate management services in the Belle Isle area of Leeds.

BITMO is an independent organisation owned by its 'shareholding members'. That means anyone who is a tenant of a Leeds CC property in the BITMO management area can be a shareholder - and shares are a nominal ten pence.

Income is derived primarily from a management allowance from Leeds CC, which is agreed in advance each year. The allowance results from a Management Agreement for the provision of services, which is reviewed every five years.

2. Messages from the Chair and Chief Executive

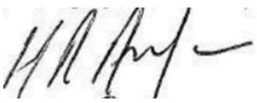
Message from our Chair: Harry Austin

As we reflect on the past year, I am proud that everyone involved with BITMO continues to work hard to meet the needs of our community. Going further, doing more, to build a safer, stronger, greener Belle Isle where people want to live. From investing in homes and neighbourhoods, to strengthening tenant control and improving the services we provide every day, we are Tenant Led, and Community Centred and you won’t find that anywhere else in Leeds.

I am delighted to say that, on 20th June 2026, our community focus was recognised by the receipt of the ‘Project of the Year’ Award from the National Federation of Tenant Management Organisations. The project in question was the BITMO Community Fund, which aims to help alleviate financial hardship, help lift people out of poverty and enhance their surroundings.

The year has brought both opportunities and challenges. Rising costs, and growing demand for support have required us to think carefully about how we use our resources, but we are going from strength to strength.

What makes BITMO special is the commitment of the people who care about Belle Isle. Whether serving on the Board, volunteering in the community, participating in consultations or simply sharing ideas and feedback, residents continue to play a vital role in shaping the future of our organisation. On behalf of the Board, I would like to thank everyone who has contributed during the year and helped us continue our journey towards a better Belle Isle for all. Having served the Belle Isle community for more than two decades, BITMO remains as ambitious as ever about the future of our neighbourhood. We’d love you to become a part of it.



Message from our Chief Executive: Deborah Kelly

Belle Isle is a special place.

It is the only neighbourhood in Leeds where tenants directly control the housing services that affect their lives every day. Decisions about homes, services and investment are made by local people for local people, and I believe that leads to better services, stronger communities and a greater sense of pride in the place we call home.

Over the last year I have been particularly proud of the work we have done to support people through the cost of living crisis, provide tuition to local primary school children, tackle anti-social behaviour and improve the appearance of the estate. Time and again I see residents, volunteers, Board members and staff working together to make Belle Isle a better place to live, and that spirit of community remains one of our greatest strengths.

Tenants are in charge. Through Local Pride inspections, community events, consultations and day-to-day conversations with tenants, BITMO staff turn feedback into action. The result has been practical improvements to services, better communication and a clearer understanding of the priorities of the people we serve.

This Annual Report sets out how we have performed during 2025/26. The figures and performance measures are important, and we are committed to being open and transparent about how we are doing. However, they only tell part of the story. Behind every statistic are the tenants, volunteers, Board members and staff whose ideas, challenge and commitment help us improve year after year.

If you would like to become involved in shaping the future of your community, whether by volunteering, or becoming a Board member, we would love to hear from you. Tenant management only works when local people get involved, and our ambition is simple: to help more tenants take more control.

Please get in touch via: bitmo.enquiries@belleisletmo.co.uk or 0113 378 2188. We'd love to hear from you.

2. BITMO's future: Invest, Support and Build

Our goal is to provide the best landlord services in Leeds. It is based on our mission to make Belle Isle a safer, stronger, greener place where people want to live, and we will achieve it by investing in people's homes, supporting people to live well and building tenant control.

3. Performance

The Regulator of Social Housing requires that all housing providers demonstrate how they perform against a set of consumer standards.

To monitor this performance a set of Tenant Satisfaction Measures (TSM's) have been introduced by the Regulator.

3.1 Tenant Satisfaction Measurements

There are various tenants' satisfaction measures covering 5 themes.

The five themes are:

1] keeping properties in good repair,
2] maintaining building safety
3] respectful and helpful engagement
4] effective handling of complaints and
5] responsible neighbourhood management

A prime set of measures that are aimed at reflecting satisfaction in these areas are called Tenant Perception Measures. There are 12 such measures where there is a regulatory need to report.

For BITMO and LCC tenants telephone and online surveys are carried out by an independent company on our behalf. A random sample of current tenants is contacted on a quarterly basis to gauge satisfaction levels.

We now have three years of data regarding these surveys and the results are as follows:

Belle Isle TMO						LCC	Variance
Tenant Perception Measures (TPM's)	**TPM**	BITMO 2023-24	BITMO 2024-25	BITMO 2025-26	Increase/ decrease	Leeds CC 2025-26	BITMO-LCC
Overall Satisfaction	1	72%	75%	76%		70%	6%
Repairs Last 12 Months	2	77%	82%	78%		76%	2%
Time Taken Repairs	3	74%	82%	79%		78%	1%
Well Maintained Home	4	76%	73%	76%		71%	5%
Safe Home	5	80%	79%	81%		75%	6%
Listens & Acts	6	62%	65%	68%		58%	10%
Kept Informed	7	75%	78%	79%		71%	8%
Fairly & with Respect	8	80%	79%	84%		75%	9%
Complaints Handling	9	27%	41%	35%		28%	7%
Communal Areas	10	80%	69%	73%		66%	7%
Neighbourhood Contribution	11	75%	71%	78%		62%	16%
Approach to ASB	12	55%	51%	58%		55%	3%

Overall satisfaction with services was 76% for 2025-26 compared to 75% for the prior year. Performance is consistently higher than the average results across Leeds Housing as a whole.

BITMO expects to score at least 70% in all areas and there are some areas where we are not achieving this. Those areas are:

- Listening and acting. Although we have improved from 62% to 68% and are 10% higher than Leeds we are not satisfied. We are actively seeking to learn from complaints and we have undertaken a series of customer focused workshops to make sure that we learn from all interactions with tenants.
- Complaint handling. At 35% we are 7% higher than Leeds. We are getting better by focusing on trying to really solve the problem and work with the tenant to get the outcome they need. More follow up work is now undertaken to make sure that any rectification actions are delivered as fast as possible.
- Anti-social behaviour is also an area of increased focus. We have carried out more neighbourhood walkabouts to talk to people about issues faced and have invited tenants to take part in workshops to make sure that we capture the problems faced by our community. We work with the police and other local services to ensure that problems are addressed.

In order to get further feedback from tenants a series of supplementary questions have been asked, as follows:

Supplementary Questions	TPM	BITMO 2023-24	BITMO 2024-25	BITMO 2025-26		LCC 2025-26	BITMO-LCC
Safety in neighbourhood	N/A	58%	64%	49%		62%	-13%
Neighbourhood Appearance	N/A	59%	57%	56%		53%	3%
Easy to Deal With	N/A	75%	77%	77%		69%	8%
Friendly & Approachable	N/A	61%	65%	60%		63%	-3%
Advice & Support	N/A	57%	62%	62%		50%	12%
Good Reputation	N/A	55%	53%	52%		38%	14%
Rent VFM	N/A	66%	67%	64%		63%	1%

Safety in the neighbourhood is an issue for many and we are conducting more engagement to get more detail as to why people may not feel safe.

More consultation is taking place to identify what residents would like to see in terms of enhancement of the appearance of the neighbourhood. Our Local Pride and Belle Isle Makeovers initiatives are really focused on improving the appearance of the estate.

At 77% it is clear that people find us easy to do deal with, and we think we can make that even better. It links to how friendly and approachable people find us. We are looking to make some changes to the layout of our counter areas to ensure that they are as welcoming as possible. We have reviewed our values to make sure that we truly reflect the community and tenants that we serve.

An area of real concern is around our reputation. As a tenant led organisation our reputation is very important but it has taken a 1% dip in the last twelve months. We will shortly be engaging some further survey work to drill deeper into these areas and obtain some further data and feedback as to what else we can do address these issues.

3.2 Consumer Standards

There are four Consumer Standards, monitored by the Regulator for Social Housing, to ensure the correct outcomes that social landlords must deliver:

(i) Safety and quality is improving

This standard relates to health and safety, property condition and services. It emphasises the importance of maintaining effective systems to ensure the safety of people's homes.

It requires providers to make sure their homes are decent and in good repair, and that property-based services to tenants achieve performance targets and deliver a responsive service that tenants are satisfied with.

We are good at:

Homes quality data. We have comprehensive records. It is easy to report repairs, and repair completion times and customer satisfaction are good. We have a clear five year investment plan

We have a clear adaptations policy and leaflet that makes clear what tenants can expect. We can evidence value for money in the delivery of services as a result of competitive pricing, and works order controls which have reduced variations, renewals and costs.

We are working on :
Better communication with tenants about repairs and major works. We aim to let people know what to expect in terms of timescales and potential disruption.

In the Tenant Satisfaction Measurement (TSM) survey for 2025-26, 76% (2024-25, 73%) of tenants said their home was well maintained, 81% (79%) said that it was safe, 78% (82%) were satisfied with repairs completed in the last 12 months, 79% (82%) were satisfied with the time taken to complete repairs and 73% (69%) were happy with the management of communal areas. The figures in brackets show satisfaction in the year before (2024/25). We have increased satisfaction in some areas, and it has fallen in others. We will continue to work with our staff and our contractors to drive satisfaction up.

(ii) Transparency influence and accountability is improving.

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.

We are good at
Providing a range of opportunities for engagement, feeding back to tenants on the difference their engagement makes. Supporting tenant led activities. Building tenant control as a strategic priority. Providing good quality information that is clear and easy to understand through which tenants can hold us to account. We can evidence efforts to capture tenant priorities and act upon them. Acting on tenant priorities.
We are working on:
Getting more tenants involved in scrutinising and influencing what we do.

In 2025-26, 68% (65%) of tenants felt that BITMO listened to them and acted on what they said;79% (78%) felt they were kept informed about the things that matter to them; 84% (79%) felt they were treated fairly and with respect.

(iii) Neighbourhood and community standard

This standard requires housing providers to promote and support thriving neighbourhoods and communities.

We are good at:
Work with other agencies such as Health for All, local registered social landlords, GroundWork and Fruit Works Cooperative to improve shared spaces. Local relationships with the Police include engagement in MARAC (multi-agency risk assessment conference) and tasking groups. Funds are in place to support tenant-led neighbourhood improvements. We have a Tenancy Support team focusing on ASB and support We conduct 'At Risk' tenancy meetings to recognise vulnerabilities and provide cross team support. We also undertake Anti-Social Behaviour action days in local neighbourhoods to encourage people to share local knowledge with us so that we can take action.
We are working on
Improving our Anti-Social Behaviour (ASB) service.

TSM data 2025-26, indicated that only 49% (64%) felt the neighbourhood was safe and that 56% (57%) were satisfied with the appearance of their neighbourhood. However, 78% (71%) felt that BITMO made a good contribution to the neighbourhood. Only 58% were satisfied with the approach to ASB, although this had increased from 51% in the prior year.

(iv) Tenancy services are getting better

This standard requires providers to:

- offer tenancies that are fair, transparent, and flexible
- provide clear information on tenancy terms and conditions
- let estate 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
- contribute to the local authorities strategic housing function and sustainable communities. It relates to tenancy sustainment, evictions and tenancy fraud.

We are good at
Providing support to our tenants through a dedicated tenancy support team, community fund, financial inclusion work, tenancy fraud work, customer information. We have produced leaflets giving information about tenancy support.
We are working on:
Producing leaflets giving information about domestic abuse and financial Inclusion.

TSM data 2025-26 indicates that overall, 76% (75%) were generally satisfied with the way BITMO manages the services they use.

3.3 Complaints

Summary 2025-26

BITMO

COMPLAINTS SUMMARY

1 April 2025 to 31 March 2026	Complaints					
	Total	Main type of complaint	Response on target	Upheld	Partially upheld	Not upheld
Providing local access to services	0	0	0	0	0	0
Letting empty properties	1	Service	1	0	0	1
Carrying out repairs	54	Service	54	25	19	10
Collecting rent	0	0	0	0	0	0
Managing tenancies	21	Policy	21	4	15	2
Supporting older people	0	0	0	0	0	0
Offering advice, training and employment opportunities	0	0	0	0	0	0
Providing opportunities for tenants to get involved in their community and their TMO	0	0	0	0	0	0
Total for this year	**76**	**Service**	**76 out of 76**	**29 out of 76**	**34 out of 76**	**13 out of 76**

From 1st April 2025 to 31st March 2026, 76 complaints were received. The majority of complaints involved Repair Issues (54) with the remainder being about Managing Tenancies (21) and Letting properties (1). 66 complaints were resolved at Stage 1 of the complaints process, 10 were escalated to stage 2. 76 out of the 76 complaints were responded to within the timescales. Of the complaints escalated to Stage 2 of the Complaints process during this period none were escalated to the Housing Ombudsman. Of the 76 complaints received 29 (38.2%) were upheld in the complainants favour, 13 (17%) were not upheld and 34 (44.8%) were partially upheld.

There was an increase in the number of complaints dealt with during the year and this has meant that numbers are more in line with expectations for a social housing provider of the size of BITMO. We encourage complaints. Like all providers, despite trying our best we sometimes get things wrong and when we do we want to understand how and why and put it right.

BITMO conducts an annual self-assessment exercise against the requirements of the Housing Ombudsman Complaint Handling Code. It is available via:
https://www.belleisletmo.co.uk/contact-us/feedback-complaints/#!

Complaints History	Summary					
	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 ouf of 27	12 out of 27
April 2016 - March 2017	26	Repairs	26 out of 26	12 out of 26	1 out of 26	13 out of 26
April 2017 - March 2018	54	Repairs	53 out of 54	20 out of 54	11 out of 54	23 out of 54
April 2018 - March 2019	32	Repairs	32 out of 32	5 out of 32	5 out of 32	22 out of 32
April 2019 - March 2020	43	Repairs	43 out of 43	14 out of 43	12 out of 43	17 out of 43
April 2020 - March 2021	27	Repairs	22 out of 27	15 out of 27	4 out of 27	8 out of 27
April 2021 - March 2022	32	Repairs	20 out of 32	22 out of 32	7 out of 32	3 out of 32
April 2022- March 2023	40	Repairs	29 out of 40	5 out of 40	14 out of 40	21 out of 40
April 2023- March 2024	44	Repairs	39 out of 44	9 out of 44	3 out of 4	32 out of 44
Aprl 2024 - March 2025	45	Repairs	44 out of 45	16 out of 45	6 out of 45	23 out of 45
Aprl 2025 - March 2026	76	Repairs	76 out of 76	29 out of 76	34 out of 76	13 out of 76

4. Principal Activities

Belle Isle Tenant Management Organisation's (BITMO's) principal activities are the provision, maintenance and management of housing and associated amenities for the benefit of the Belle Isle Estate. During 2025-26 these activities were organised into the following front-line areas of work:

- Repairs, Maintenance and Investment – ensuring that estate homes are maintained to a high level, that infrastructure works well, and that works are done in a timely and efficient manner.
- Lettings, Tenant and Sheltered Services – making sure that vacant properties are kept to a minimum, that tenant queries are dealt with effectively and that residents in sheltered housing are properly cared for.
- Tenancy and Income Management – dealing with tenancy issues and rent collection on behalf of Leeds City Council (Leeds CC).
- Community Development and Support – providing outreach services and events to improve the lives of residents (particularly through our Gate community facility).

5. Strategic Review

A revised risk map and strategic framework were agreed by Board during the year.

Our Mission

Build a safer, stronger, greener Belle Isle where people want to live.

Our Objectives

- Building tenant control
- Investing in people's homes
- Supporting people to live well

Review of Projects

(i) Invest in Thermal Efficiency Programmes

BITMO invested £133,332 in improving the thermal efficiency of 79 homes during 2025/26. Works delivered include:

- 18 double-glazed & 4 Triple glazed window installations - £77,722
- 20 loft insulation upgrades -£1600
- 41 thermal boarding installations to the property types below (10 completed - £54,000)

Type	No
1 Bed Bungalow	11
1 Bed House	3
2 Bed House	14
3 Bed House	10
4 Bed House	3

Measures of Success

- Tenant satisfaction
- Spend against budget
- Carbon reduction
- Improved thermal comfort

Tenant satisfaction will be tested on completion of the programme.

Carbon Reduction Achieved (illustrative only - per property, per year)

Measure	Carbon reduction ($kgCO_2$/yr)	Carbon reduction ($tonnesCO_2$/yr)	Tree equivalence*
Thermal panels	308 – 926	0.31 – 0.93	14 – 42
Double glazing	100 – 250	0.10 – 0.25	5 – 11
Loft insulation	52	0.052	2 – 3

*Tree equivalence is based on the annual carbon absorption of a mature UK broadleaf tree (~22 kg CO_2/year).

It is estimated that the works delivered:

- Internal temperature increases of **1–3°C**
- Reduced cold spots
- Lower condensation and mould risk

(ii) Improve the Quality of Estate Management

Three workstreams were designed to support this objective:

1. The Local Pride initiative – staff and volunteer estate inspections and dialogue
2. Improved maintenance of estate planters
3. Improved planning of grounds maintenance

Success is measured through Tenant Satisfaction Measures. Overall satisfaction improved slightly from 75% to 76% during the period. Satisfaction relating to neighbourhood contribution increased from 71% to 78%, while satisfaction with neighbourhood appearance reduced from 57% to 56%.

Two contractors were procured to upgrade estate planters over a two year period.

(iii) Reduce the Carbon Footprint of the Office

BITMO has invested in LED motion-sensitive lighting across the office. This is anticipated to deliver:

- ~1 tonne CO_2 reduction per year
- ~50% reduction in electricity used for lighting

This carbon saving is equivalent to the annual carbon absorption of approximately 45 mature trees.

(iv) Support Food Growing in Belle Isle

The former bowling green is now used as a community food-growing project, operated by Incredible Edible. This initiative supports community wellbeing, food resilience, and local engagement.

(v) Increase Biodiversity Through Planting and Reduced Grass Cutting

There has been no progress against this objective during the year. On the contrary, in response to tenant feedback, the frequency of grass cutting has been increased at the corner of Winrose Grove and Belle Isle Circus.

It is planned that those trees that were planted in prior years which have failed due to drought should be replaced with attention to watering to ensure viability.

(vi) Improve Response to Anti-Social Behaviour (ASB)

Two workstreams underpin this objective:

1. Continuous improvement in ASB case management through quality assurance and staff training.

2. Cross-team ASB action days to increase visibility and awareness.

Tenant satisfaction has increased from 51% in 2024-25 to 58% in 2025/26. This work will continue, with additional training and external case-management support planned. This issue is of considerable concern to many tenants and is subject to considerable focus at present, with further consultation with residents.

(vii) Raise Awareness of Domestic Violence and Safeguarding

A number of meetings have been held to progress a domestic violence service offer. This work has not yet concluded . We aim to train staff in best practice and become an externally accredited housing provider.

(viii) Deliver a Succession Plan to Support a Strong Board

We are always on the look out for new board members who can commit their time and energy to running the organisation. This year we have:

- Recruited new Board Members
- Appointed a new job-share Governance Officer
- Developed a Board training plan
- Established an Operations Committee

A governance review will be undertaken in 2026.

(ix) Develop the Board to Provide Community Leadership

Board members have strengthened their community leadership role through involvement in:

- The Belle Isle Circus petition
- The Breakfast Club
- Staffing the GATE on occasion

The Board training plan will support further development.

(x) Improve Tenant Information and Accountability

BITMO has produced clear tenant information on services and service standards. Quality assurance activities confirm alignment between delivery and standards, with continuous improvement in place.

Proposed projects for 2026/27

- Continue to strengthen the offer in relation to ASB.
- Finalise the Domestic Violence (DV) response and prevention service offer.
- Develop a project around building tenant control.
- Support 2-4 Board members to participate in the HDN Board Excellence Programme
- Explore accreditation as an Investor in Wellbeing as part of the Investors in People framework.

Conclusion

Delivery of the plan has been variable. Key successes are in relation to investing in people's homes through our thermal efficiency programme which will continue into the next year and supporting people to live well through the improvements in the ASB service.

Areas where we need to continue focus are in relation to Domestic Violence and Board development.

6. Tenant Volunteers :The Bedrock of our Community.

BITMO's core work is delivering housing services and community development. Belle Isle volunteers are fundamental to this. Tenant control is about tenants having a clear voice about what is important to them and making sure they get the services they want. Having active tenants who deliver services directly and guide and challenge the management team means that tenant control is a reality in Belle Isle. We always need more tenants to get involved and shape the services we provide. This includes people who act in a trustee capacity on the BITMO Board, as well as people who volunteer to help run and support a variety of training courses, sessions and workshops in the GATE (Gateway to Advice, Training and Education).

7. Priorities going forward

We are embarking upon a series of service audit exercises conducted by an external agency. In the first year (2026-27) these will include: (i) compliance with Awaab's Law, (ii) anti-social behaviour and (iii) procurement of contracted services.

A follow up audit on our governance arrangements will also be undertaken in the year, along with a review of our constitution.

At the centre of all activities will be the absolute need to be tenant and community led in everything that we do.

8. Financial review

8.1 Statement of Comprehensive Income (including Income & Expenditure Account)

Operational performance

Total operational income for the year amounted to £3,986k (2024-25 £3,889k), an overall increase of £97k (2.5%) . This reflected inflationary adjustments to the management fee from Leeds CC as well as some additional ancillary grants obtained.

Close liaison is maintained with LCC with regular meetings to report operational performance and discuss important issues.

An increase in the management fee received from Leeds City Council of £107k (2.8%) for the year 2025-26 followed on from an increase of £226k (6.4%) for 2024-25. There is a funding formula relating to the Management Agreement between LCC and BITMO and the increases broadly represented salary and repairs inflation measurements.

Expenditure falls into two main areas, repair costs and staff costs.

Repair costs encompass both responsive matters as reported to the organisation by tenants and cyclical works such as gas and electrical testing to ensure that homes are safe.

Responsive repair costs have come in over budget, due to a variety of factors including higher than expected inflationary increases on contracts.

Overall staff costs stood at £1,862k (2024-25 £1,700k). This represents an overall increase of £162.k (9.5%) in operating staff costs (2024-25 increase £97k – 6.1%).

The overall result for the year was a £507k deficit (mainly comprising of a £354k grant to the Leeds home refurbishment programme). The surplus for the previous year was £164k (4% of income). The deficit for 2025-26 has been deducted from reserves, which are as a result nearer to the minimum target figure. Reserves are held for future spend for the good of the estate and the service.

It should be noted that the local government pension scheme disclosures have a significant effect on the presentation of the Statement of Comprehensive Income. The effect is however financially neutral overall because the overall pension liability is matched by a corresponding asset (a guarantee given by Leeds City Council to the Scheme).

8.2 Statement of Financial Position (Balance Sheet)

Total net funds as at 31 March 2026 were £1,424k (2025 £1,931k).

The balance sheet includes the following pension liability and asset:

- Belle Isle TMO participates in the West Yorkshire Pension Scheme and the Organisation's share of assets and liabilities are disclosed as either a net liability or neutral in the Statement of Financial Position. A surplus is not shown by an asset. As at 31 March 2025 there was a calculated surplus/(deficit) of £2,105k by the Scheme Actuary (compared to a surplus of £1,337k as at 31.3.25 and a surplus of £156k as at 31 March 2024). This surplus is not recognised in these financial statements for reasons of prudence.

- There exists a guarantee by Leeds CC to Bradford MDC, which administers the Scheme, to underwrite potential liabilities in the event that BITMO is unable to meet its obligations to the Scheme. Leeds CC has confirmed this undertaking directly to BITMO. An asset is disclosed in the financial statements to reflect the nature of the guarantee undertaken by Leeds CC.

- There is a contingent liability mentioned in Note 9 to the Financial Statements which relates to a recent court case, where the impact is presently uncertain.

8.3 Capital programme

Capital works (such as the replacement of roofs, windows, doors) are managed by BITMO, which acts as agent for Leeds CC as landlord for the estate properties.

During the year BITMO staff, acting on behalf of Leeds City Council, managed the expenditure of £1.97m of capital spend (2024-25 £1.61m), including a contribution of £354K from BITMO reserves. The remainder being funded from the Leeds CC capital programme.

The Leeds CC funded transactions of £1.52m do not form part of the Statement of Financial Activities for the year ended 31 March 2026, as they relate to the maintenance of freehold assets which are owned by Leeds CC and they correspondingly pass through the bank account of that organisation rather than that of BITMO. The staff cost relating to time spent managing capital spend is reimbursed via the management fee structure.

The element of funding that has been taken from BITMO reserves (£354k) appears as an exceptional item in the statement of income and expenditure.

8.4 Financial outlook

BITMO is primarily reliant for income upon a management allowance fee resulting from its Management Agreement with Leeds City Council under Right to Manage legislation.

That fee arrangement has now been agreed for a further three years, following on from the September 2024 ballot of BITMO tenants of Belle Isle estate. That resulted in an overwhelming vote that our services should continue for a further five years.

The fee is intended to proportionately reflect expenditure by Leeds CC on its social housing programme, funded by the Housing Revenue Account.

Having begun discussions about the future level of management fee in 2024-25, it was agreed that the matter would be picked up again in 2025-26. These concluded on 22nd April 2026.

The result has been a baseline reduction of £21k on the 2025-26 budgets, with the new allowance taking effect from 1st April 2027. This level will be adjusted for inflation each year and will continue under this agreement for three years until April 2029 (subject to any agreed changs in service provision).

The BITMO Board believes that continued successful planning will ensure that front line services will continue to be maintained and further enhanced. BITMO has adequate reserves to meet current obligations and has moreover committed £100k for investment in the capital programme in 2026-27, to help tenants with the cost-of-living crisis.

9. Going concern

The Organisation's financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future.

The Board has reviewed and considered relevant information in terms of its levels of free reserves and spending and income levels in making its assessment. In particular, the Board has considered any risks to income and the effect of inflation, alongside the measures that they can take to mitigate any negative impact.

Given the strength of the balance sheet and availability and liquidity of assets, the Board believes that the Organisation is well placed to manage its business risks successfully. With a continuing Management Agreement with Leeds City Council, it is anticipated that BITMO will be able to meet all operating costs from in-year revenues or available free reserves.

Based on these assessments, the Board has a reasonable expectation that the Organisation will continue in operational existence for the foreseeable future. This would be a period of at least twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements within the parameters of Financial Reporting Standard 102.

10. Risk management

The Board has overall responsibility for establishing and maintaining the Organisation's system of internal control and for reviewing its effectiveness. The system of internal control is designed to manage key risks and to provide reasonable assurance that planned objectives and outcomes are achieved. It also exists to give reasonable assurance about the preparation and reliability of financial and operating information and the safeguarding of BITMO's assets and interests.

The over-arching principal risks areas to which the organisation is exposed are:

- Compliance. The risk of a failure to deliver against our regulatory or social commitments that would undermine our reputation as a provider of housing and community services and result in legal exposure or regulatory sanctions. The risk is mitigated by ensuring an effective Board and staff structure, clear policies and procedure, good induction and training, quality assurance auditing and continuous improvement initiatives. Considerable work has been carried out to ensure that compliance with the new requirements of the Regulator of Social Housing will be in place for essential services.

- Technology. A risk of failure to improve our technology capabilities, reduce dependency on legacy systems and enhance digital capability, which could limit our ability to keep pace with customer expectations, frustrate colleagues and create inefficiency. In mitigation, BITMO is fully committed to utilising Leeds CC IT systems, having close business partner liaison with that body, as well as a good training environment both with Leeds CC and third parties.

- Business resilience. A major incident that prevented staff from working at the BITMO office may have a significant impact on our ability to meet customer needs and deliver against our aims and business performance goals. The Covid19 pandemic tested that resilience and some hybrid form of working will continue. Business processes are aided by: securing a skilled staff pool, a commitment to simplification, continuous improvement, maximising value added and enhancing partnership working.

- Service failures. Potentially leading to poor performance, poor reputation and a break in the Management Agreement with Leeds City Council. This may be initiated by a failure in the five-year ballot or with service failures leading to improvement plan requirements. We mitigate this risk by delivering convincingly and demonstrably against our aims, with the aid of: timely data, skilled staff, a focus on quality and effective performance management .

- Financial incidents and issues. A failure of financial control or an incident outside of the organisations control. The latter might include funding issues within the LCC authority or a pension fund requirement. Internal procedures are approved by the Board and maintained by management. Close liaison is maintained with LCC and pension fund partners to identify risks at the earliest opportunity.

Key elements of the internal control framework include:
- Board approved delegated authorities;
- A risk management framework with clearly defined management responsibilities for the identification, evaluation and control of significant risks;
- Robust strategic and business planning processes, with detailed financial budgets which are annually reviewed and regular management accounts;
- Regular reporting to the Board on key business objectives, targets, outcomes and service delivery including robust performance metrics via Tenant Satisfaction Measures and Key Performance Indicators;
- Formal policy approval mechanisms – utilising HR consultant expertise and underwriting;
- A programme of internal audit procured from Leeds CC.

11. Reserves policy

BITMO uses the term Reserves to describe that part of the Organisation's income which is freely available for its general purposes. Reserves are therefore the resources not yet spent, committed, designated or invested in fixed assets. This definition might more commonly be referred to as Free Reserves.

In general, reasons why not-for-profit organisations hold free reserves can be summarised as follows:
- to fund working capital;
- to fund unexpected expenditure, for example when unplanned events occur;
- to fund potential expenditure which is being contemplated but not yet committed;
- funds to be used to cover expenditure in the event of reduced income or changes in circumstances.

A satisfactory level of free reserves is considered to be the equivalent of some 3 months normal operating costs. This would amount to a target of £1,038k (2024-25 £910k).

This timescale is considered to be adequate to ensure continuity of service to Belle Isle Estate in the event of a threat of reduced funding, the need to restructure the Organisation or the occurrence of significant unplanned circumstances.

As at 31 March 2026 the level of free reserves of BITMO stood at £1,424k (2024/25 - £1,931k). Amounts over and above the target level of reserves are held in expectation of investment to improve the Estate, future service delivery or community enhancement.

It is anticipated that this future delivery will partly be via the mechanism of the award-winning BITMO Community Fund, funding estate enhancement as well as helping with hardship, education and training on the estate.

12. Governance

12.1 Legal Status

Belle Isle Tenant Management Organisation (BITMO) has been registered with and regulated by the Financial Conduct Authority since 27 August 2004. BITMO's registered number is 29817R. BITMO was formally an Industrial and Provident Society. From August 2014 following regulatory changes, the Organisation became a Registered Society under the Co-operative and Community Benefit Societies Act 2014.

12.2 Governing Framework

The organisation is governed by Rules of Belle Isle Tenant Management Organisation in accordance with the Co-operative and Community Benefit Societies Act 2014.

BITMO renewed a Management Agreement with Leeds City Council on 22nd September 2021, under section 27 of the Housing Act 1985 as substituted by article 2 of the Regulatory Reform (Housing Management Agreements) Order 2003 and the Housing (Right to Manage) Regulations 2004. The Agreement allows BITMO to carry out certain management functions with regard to tenant properties owned by Leeds CC within the Belle Isle Estate. The Agreement has been revised and updated in conjunction with Leeds City Council, with minor alterations only. The Agreement is currently being reviewed to be concluded by September 2026.

12.3 Composition of Board

Unless determined otherwise in a General Meeting, BITMO must have a Board comprising not more than twelve and not less than six elected members plus persons co-opted in accordance with the provisions of these rules of the TMO. The BITMO Board meets on a regular basis and is supported by Finance and Operations sub-committees. The table below summarises the position of the Board in terms of membership following the AGM in September 2025 and the first Board meeting following the AGM.

Status	Full Board Composition	In post as at September 2025
Tenant Board members as at AGM date	12	12
Co-opted and Independent Members elected at first Board meeting after AGM	4	3
Nominated by Leeds City Council and ratified by the Board	2	2
Totals	18	17

In October 2025 Harry Austin was re-appointed as Chair of the Board, Jean Burton was re-appointed as Honorary Secretary and Vice Chair, whilst Trevor Brown was appointed as Treasurer and Vice Chair.

The Board met seven times during 2025-26 to ensure that the organisation was continuing its efforts to provide outstanding service to tenants and the community of Belle Isle. It also met to further aid strategic development. Board members also attended meetings of the Finance and Operation Committees through the year. The Operations Committee is established to allow a greater level of scrutiny of the ways in which BITMO complies with the Consumer Standards and the areas in which we need to strengthen our arrangements. It reports to Board. The Finance Committee’s primary purpose is to make financial recommendations to the Board.

12.4 Statement of Board's responsibilities in respect of the Board's Report and the financial statements

The Board is responsible for preparing the Board's Report and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law requires the Board to prepare financial statements for each financial year. Under those regulations the Board have elected to prepare the financial statements in accordance with UK Accounting Standards including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland.*

The financial statements are required by law to give a true and fair view of the state of affairs of the Organisation and of its income and expenditure for that period.

In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice have been followed; and
- assess the Organisation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless it either intends to liquidate the Organisation or to cease operations, or has no realistic alternative but to do so.

The Board is responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the Organisation and enable them to ensure that its financial statements comply with the Co-operative and Community Benefit Societies Act 2014. It is responsible for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the Organisation and to prevent and detect fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information included on the Organisation's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

12.5 The Board

Unless otherwise determined by the Organisation in General Meeting, the Organisation shall have a Board comprising not more than twelve and not less than six elected members plus persons co-opted in accordance with the rules of the Organisation.

Board members who served through the 2025-26 financial year are listed on page 1.

The Board sincerely thanks retiring members for their most valued service to the tenants and wider community of Belle Isle. Of those serving during 2025-26 the following Board members retired either during or after the year:

- Sharafath Ghafiri (retired 26.9.25)
- Rose Hodgkinson (retired 11.6.25)

- John Oddy (retired 27.6.26
- Tracy Morris (retired 12.5.26)
- Geraldine Roberts (retired 27.5.26)
- Sherie Sweeney (retired 4.1.26)

The Board and Staff are most grateful for their valued service.

At the Annual General Meeting to be held on 24th September 2026, there will be elections to appoint tenant Board members.

12.6 Senior management

The senior management team comprised:
- Chief Executive – Deborah Kelly
- Head of Governance & Finance - Peter Olver
- Head of Repairs, Maintenance and Investment – Curtis Jenner.

12.7 Membership of the Organisation

The Constitution of BITMO requires that:

(i) T*he Board shall admit to membership any person aged eighteen years or over, who is a lawful resident of the Belle Isle Estate and who agrees to be bound by the rules of the Organisation. One share to the nominal value of 10p each shall be issued to persons admitted to membership and an appropriate share certificate issued.*

(ii) A member will not be able to withdraw or transfer the shares and the shares shall carry no right to interest, dividend, or bonus. They shall be forfeited and cancelled on cessation of membership and the amount paid shall become the property of the Organisation.

(iii) A member may only hold one share in the Organisation and the liability of each member is limited to any amount remaining unpaid on that member's single 10p share.

The number of members at the start and the end of the financial year were as follows-

Membership as at 1 April 2024	92
Leavers during the year	(2)
New members during the year	5
Membership as at 31 March 2025	95

13. Donations

The BITMO Board awarded the following donations during the year:
(i) £414 to Belle Isle Community Kitchen for food programme
(ii) £500 to Leeds South & East Foodbank
(iii) £500 to Belle Isle Community Kitchen to support the local Warm Space programme funded by Health for All.

14. Auditors

All of the current Board members have taken all the steps they ought to have taken to make themselves aware of any information needed by the organisation's auditors for the purpose of their audit and to establish that the auditors are aware of that information. The Board members are not aware of any relevant audit information of which the auditors are unaware.

15. Controlled group entity

Belle Isle TMO is the sole member of a registered charity called Lift Off. This is registered with the Charity Commission (number 1208725). The Charity has the following Objects: 'The relief of poverty or financial hardship of those living in Belle Isle, Leeds for the benefit of the public by the provision of support including, but not limited to, financial support.'

It is intended to augment the financial hardship work already undertaken by BITMO

The charity has two trustees which as BITMO postholders (the Chair and Chief Executive) and a majority of other trustees who are independent of BITMO.

The Charity was not active during 2025-26 but will begin work in furtherance of its objects in 2026-27.

Signed on behalf of the Board

Harry Austin – Chair: **Date:**

BELLE ISLE TENANT MANAGEMENT ORGANISATION LIMITED

Statement of Comprehensive Income
(incorporating Income and Expenditure account)
for the year ended 31 March 2026

	Notes	2025-26 £	2024-25 £
Income	3	3,986,417	3,889,671
Expenditure		(4,057,788)	(2,693,781)
Operating (deficit)/surplus	4	(71,370)	1,195,890
Bank Interest received	7a	46,111	66,071
Interest income/(cost) of net defined benefit pension liability	7b	6,000	6,000
Exceptional Items - contribution to refurbishments	15	353,815	100,000
Change in Pension Reimbursement Rights	12	(786,000)	(1,181,000)
(Deficit)/surplus on ordinary activities before taxation		(451,445)	186,961
Taxation	8	(9,960)	(12,553)
(Deficit)/surplus for the year		(461,405)	174,408
Actuarial (losses)/gains on defined benefit pension scheme	9	(46,000)	(10,000)
(Deficit)/surplus for the financial period		(507,405)	164,408

Reconciliation of Changes in Reserves

	Notes	2025-26 £	2024-25 £
General Fund Balance as at 1 April 2025		1,931,442	1,767,034
(Deficit)/surplus for the year		(461,405)	174,408
Actuarial (losses)/gains on pension scheme	9	(46,000)	(10,000)
(Deficit)/surplus for the financial period		(507,405)	164,408
Balance as at 31 March 2026		1,424,037	1,931,442

All income and expenditure relates to continuing activities.
All gains and losses recognised in the year are included in the Statement of Comprehensive Income.
The notes on pages 29 to 38 form part of these financial statements.

BELLE ISLE TENANT MANAGEMENT ORGANISATION LIMITED
Statement of Financial Position (Balance Sheet)
as at 31 March 2026

	Notes	2026 £	2025 £
Current assets			
Debtors	10	171,860	128,044
Bank		1,976,696	2,281,373
		2,148,555	2,409,417
Creditors: amounts falling due within one year	11	(724,518)	(477,975)
Total assets less current liabilities		1,424,037	1,931,442
Net assets excluding pension liability		1,424,037	1,931,442
Pension liability	9	Nil	Nil
Pension related asset	9	Nil	Nil
Net assets including pension liability		1,424,037	1,931,442
Capital and reserves			
General Fund	12	1,424,037	1,931,442

The financial statements on pages 26 to 38 were approved by the Board on 6th August 2026 and were signed on its behalf by:

Harry Austin - Chair

Jean Burton - Secretary

Trevor Brown - Treasurer

Deborah Kelly - Company Secretary

BELLE ISLE TENANT MANAGEMENT ORGANISATION LIMITED

Cash Flow Statement

for the year ended 31 March 2026

	Notes	2025-26 £	2024-25 £
Cash flows from operating activities			
Net cash provided by (used in) operating activities	**Below**	(338,236)	50,190
Cash flows from investing activities			
Interest receivable	**7a**	46,111	66,071
Tax paid	**8**	(12,553)	(8,570)
Net cash provided by/(used by) investing activities		33,558	57,501
Change in cash in the reporting period		(304,679)	107,690
Cash and cash equivalents at 1 April 2025		2,280,973	2,173,283
Cash and cash equivalents at 31 March 2026		**1,976,294**	**2,280,973**

Reconciliation of net movement in funds to net cash flows from operating activities

	Notes	2025-26 £	2024-25 £
(Deficit)/surplus		(461,405)	174,008
Pension scheme surplus not recognised		(690,000)	(1,174,000)
Tax paid	**8**	12,553	8,570
Interest received	**7a**	(46,111)	(66,071)
Interest (receivable)/payable and similar charges	**7b**	(84,000)	(13,000)
(Increase)/decrease in debtors		(43,815)	203,230
Increase/(decrease) in trade and other creditors		246,541	(259,548)
Pensions costs less contributions payable		(58,000)	(4,000)
Change in pension reimbursement rights	**12**	786,000	1,181,000
Cash flows from operating activities		(338,236)	50,190

The notes on pages 29 to 38 form part of these financial statements.

BELLE ISLE TENANT MANAGEMENT ORGANISATION LIMITED
Notes to the Accounts
for the year ended 31 March 2026

1 Legal status

Belle Isle Tenant Management Organisation is registered under the Co-operative and Community Benefit Society Act 2014 (formally Industrial and Provident Societies Acts) and is registered with the Financial Conduct Authority (Number 29817R).

2 Accounting policies

a) Basis of accounting

The accounts (financial statements) have been prepared on a going concern basis under the historical cost convention.
They have also been prepared in accordance with:
(i) United Kingdom Accounting Generally Accepted Accounting practice (UK GAAP);
(ii) Financial Reporting Standard 102.
(iii) Statement of Recommended Practice for registered housing providers: Housing SORP 2018
(iv) Co-operative and Community Benefit Societies Act 2014,

The financial statements have been prepared on the going concern basis, which is considered to be appropriate in the context of the Organisation's ability to meet its obligations as they fall due.

b) Going concern

The Board has a reasonable expectation that the Organisation has adequate resources to continue in operation for the foreseeable future, being a period of at least twelve months after the date on which the financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

c) Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenue and expenses during the year. The following judgements (apart from those effecting estimates) have had the most significant effect on amounts recognised in the financial statements:
- estimates of the defined benefit pension obligation is based on a number of underlying assumptions such as the standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the liability and the annual defined benefit scheme cost.
- an assurance has been received from Leeds City Council that should BITMO cease to exist then the pension liabilities of the defined benefit scheme will be underwritten by that Council.

d) Income

Income mainly represents the management fees received from Leeds City Council (excluding VAT) and other income grants and interest received. It includes Welfare Reform contributions made by Leeds to support salary costs as well as grant monies relating to staff costs for Capital refurbishment of the housing stock.

Income is recognised when the Organisation is entitled to the funds, any performance conditions attached have been met, it is probable that the income will be received and amounts can be measured reliably. Where income conditions have not been met then the income is not recognised but deferred as a liability until it is probable that the terms or conditions imposed can be met.

Investment income is recognised when the Organisations entitlement is irreversible.

Donated volunteer time is highly valued by BITMO as noted in the Board Report, but in accordance with accounting regulation is not recognised as income or related expenditure. Gifts-in-kind of material goods or professional services are, however, recognised as income and expenditure and any associated conditions noted.

e) Expenditure
Expenditure has been charged on the accruals basis.

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Organisation to that expenditure, it is probable that settlement will be required and that the amount of the obligation can be measured reliably.

f) Pensions
The Organisation contributes to a defined benefit pension scheme. The assets of the scheme are held separately from the assets of BITMO in independently administered funds.

Defined benefit scheme:
The operating costs of providing retirement pensions to participating employees are recognised in the accounting periods in which the benefits are earned. The related financial costs, administration expenses, interest on plan assets and any other changes in fair value of the assets and liabilities, are recognised in the accounting period in which they arise. The operating costs administration expenses and interest on plan assets, along with any other changes in fair value of assets and liabilities, are recognised in the income and expenditure account. This information is provided using reports prepared by a qualified actuary at the scheme.

The difference between the fair value of the assets held in the Organisation's defined pension scheme and the Scheme's liabilities measured on an actuarial basis using the projected unit method are recognised in the Organisation's balance sheet as a pension asset or liability as appropriate.

However, there is an agreement between City of Bradford Metropolitan District Council, as administer of the pension fund and Leeds City Council to guarantee BITMO's pensions shortfall. A Pensions Asset has therefore been recognised in the accounts.

Changes to the level of pension liability and associated charge to the income and expenditure account are therefore matched by changes to the pension asset and corresponding matching entry in the income and expenditure account.

g) Fixed assets
No assets have been capitalised in these financial statements. The office premises are leased from Leeds City Council and office equipment and furniture are either owned by Leeds City Council or their cost has been written off as overhead expenditure within these financial statements.

Payments for the utilisation of assets owned by Leeds City Council are made through Service Level Agreements, and these payments are written off as expenditure within these financial statements.

h) Debtors
Debtors include amounts owed to the Organisation for the provision of services or amounts that the Organisation has paid in advance for services that it will receive in future. Debtors are stated in the balance sheet at the amount which is considered to be recoverable within 12 months from the balance sheet date.

i) Creditors
A liability is recognised for the amount that the Organisation anticipates it will pay to settle the debt or the amounts it has received as an advance payment for goods or services it must provide. For creditors due in more than one year, the amount is discounted for the time value of money where material.

j) Holiday pay accrual
A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

k) Leases
(i) Operating leases:
Rentals payable under operating leases are included in total expenditure in annual instalments over the period of the lease.

(ii) Finance leases

Tangible fixed assets held under finance leases and the related lease obligations are recorded in the Balance Sheet at the fair value of the leased asset at the inception of the lease. The excess of the lease payments over the recorded lease obligations are treated as finance charges which are amortised over each lease term to give a constant rate of exchange in the remaining balance of the obligations.

l) Provisions

No provision is made for major, planned or routine repairs except to the extent that they represent contractual commitments at the balance sheet date.

The Organisation recognises a provision for the annual leave accrued by employees as a result of services rendered in the current period, and which employees are entitled to carry forward and use within the next twelve months. The provision is measured at the salary and employment costs payable for the period of absence and is recognised as an accrual within creditors in the statement of financial position.

m*)* Financial instruments

The Organisation only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. These are initially recognised at transaction value and may be subsequently measured at their settlement value. Any impairment to financial assets are recognised immediately.

n*)* Taxation

The Organisation is a VAT registered body - number GB 852 714 620. The Organisation charges VAT on management fees and is able to recover VAT on expenditure. Amounts disclosed in the accounts are net of VAT. BITMO is a Cooperative and Community Benefit Society with charitable purposes and therefore has no liability to pay corporation tax except on investment income.

3 Income	**Year Ended 31.3.2026**	**Year Ended 31.3.2025**
	£	**£**
Management fee from Leeds City Council	3,667,950	3,534,290
Sheltered accommodation fee	86,570	82,450
Performance incentive payment	18,749	42,129
Welfare Reform contributions	89,200	84,950
Capital Repair staff re-imbursement grant	81,988	93,311
Housing Advisory Panel Fund Grants	-	-
Grant income	39,938	42,306
Insurance receipt	-	7,604
Other income	2,023	2,632
	3,986,417	3,889,673
Bank interest	46,111	66,071
	4,032,528	3,955,744

4 Operating surplus (deficit)		
	£	**£**
The operating surplus (deficit) is stated after charging:		
Auditors' remuneration - audit services	16,608	16,000
Auditors' remuneration - non audit services	-	-
Operating lease payments	25,400	25,400
The defined benefit pension cost comprising the following		
- past service cost	186,000	222,000
- current service cost	18,000	-

BELLE ISLE TENANT MANAGEMENT ORGANISATION LIMITED
Notes to the Accounts
for the year ended 31 March 2026

5 Operating leases

The Organisation holds a property lease under a non-cancellable operating lease (except if the Management Agreement with Leeds City Council is terminated).

At 31 March 2026 the Organisation had total future minimum operating lease payments under this lease as:

	2026	2025
	£	£
Within one year	25400	25,400
Between one and five years	88,900	101,600
After five years	-	12,700
Total	114,300	139,700

6 Staff costs

	2026	2025
	£	£
Wages and salaries (excluding agency staff payments)	1,424,225	1,338,391
Severance costs	10,321	-
Social security costs	183,236	135,367
Defined benefit pension scheme costs	244,315	225,868
	1,862,096	1,699,626

The average number of persons employed during the year was:	2026	2025
	Number	Number
Repairs, Maintenance and Property Investment staff	5	4
Caretakers	5	5
Retirement Life Housing Wardens	2	2
Office staff	26	27
Total	38	38

In addition to the above the Organisation utilises the services of some employment agency staff to cover for the delivery of services when needed, especially to cover for any long term illness.

	2026	2025
	£	£
Agency staff costs	23,913	88,550

Neither the Board of Management, nor persons connected with them, received any remuneration during the year. See Note 13 for amounts reimbursed for travel expenses incurred by Board members during the year.

	2026	2025
Key management personnel:	£	£
Emoluments for that group of employees	205,736	175,886
Employers National Insurance contributions	28,609	20,746
Employers pension contributions	40,530	35,014
	274,874	231,646

Key management personnel are defined as the members of the Senior Management Team: Chief Executive, Head of Governance & Finance and the Head of Repairs, Maintenance & Investment.

The number of employees whose emoluments exceeded £60,000 was:

	2026	2025
	Number	Number
£60,001 - £70,000	2	0
£70,001 - £80,000	0	1
£80,001 - £90,000	1	0

During the prior year, the Head of Repairs, Maintenance and Investment was paid via an agency for five months of the year. The total cost of this was £31,820.

The requirements of Financial Reporting Standard 102 have been considered in preparing these accounts. Holiday Pay has been accrued as required by Financial Reporting Standard 102 in the wages and salaries amounts for the two years shown above. This accrual is included in the Creditors - amounts falling due within one year shown in the Balance Sheet (per Note 11).

7 Interest receivable and similar income	**2026**	**2025**
	£	**£**
7a Bank interest	46,111	66,071
7b Defined benefit pension scheme interest		
(i) Interest income on pension scheme assets	431,000	338,000
(ii) Interest expense on pension scheme obligation	(347,000)	(325,000)
	84,000	13,000
(iii) Interest on unrecognised asset		(7,000)
	84,000	6,000

8 Taxation	**2026**	**2025**
	£	**£**
Tax charge for the year at the small companies rate	9,960	12,553

Only income received from bank deposits is assessable to tax.

9 Pension obligations
Local government pension scheme

The Organisation is a scheduled employer of the West Yorkshire Pension Fund. The Organisation entered into the scheme on 1 October 2004 upon TUPE transfer of its staff from Leeds City Council. The scheme is an open scheme with membership available to all employees.

The disclosures below relate to the funded liabilities within the West Yorkshire Pension Fund (the “Fund”) which is part of the Local Government Pension Scheme (the "LGPS").

The LGPS is a funded defined benefit plan with benefits earned up to 31 March 2014 being linked to final salary. Benefits after 31 March 2014 are based on a Career Average Revalued Earnings scheme. Details of the benefits earned over the period covered by this disclosure are set out in ‘The Local Government Pension Scheme Regulations 2013’ and ‘The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014’.

The funded nature of the LGPS requires participating employers and its employees to pay contributions into the Fund, calculated at a level intended to balance the pension liabilities with investment assets. Information on the framework for calculating contributions to be paid is set out in LGPS Regulations 2013 and the Fund's Funding Strategy Statement. The last actuarial valuation was at 31 March 2025 and the contributions to be paid until 31 March 2026 resulting from that valuation are set out in the Fund’s Rates and Adjustment Certificate.

The Fund Administering Authority, City of Bradford Metropolitan District Council, is responsible for the governance of the Fund.

The assets allocated to the Employer in the Fund are notional and are assumed to be invested in line with the investments of the Fund for the purposes of calculating the return over the accounting period
The Fund holds a significant proportion of its assets in liquid investments. As a consequence there will be no significant restriction on realising assets if a large payment is required to be paid from the Fund in relation to an employer's liabilities. The assets are invested in a diversified spread of investments and the approximate split of assets for the Fund as a whole (based on data supplied by the Fund Fund Administering Authority) is shown in the disclosures.

The Fund Administering Authority may invest a small proportion of the Fund's investments in the assets of some of the employers participating in the Fund if it forms part of their balanced investment strategy.

Risks associated with the Fund in relation to accounting:
(i) Asset volatility - The liabilities used for accounting purposes are calculated using a discount rate set with reference to corporate bond yields at the accounting date. If assets underperform this yield this will create a deficit in the accounts. The Fund holds a significant proportion of growth assets which, while expected to outperform corporate bonds in the long term, creates volatility and risk in the short term in relation to the accounting figures.

(ii) Changes in Bond Yield: A decrease in corporate bond yields will increase the value placed on the liabilities for accounting purposes although this will be marginally offset by the increase in the assets as a result (to the extent the Fund invests in corporate bonds).
(iii) Inflation Risk: The majority of the pension liabilities are linked to either pay or price inflation. Higher inflation expectations will lead to a higher liability value. The assets are not perfectly correlated with inflation meaning that an increase in inflation will increase the deficit.
(iv) Life expectancy: The majority of the Fund's obligations are to provide benefits for the life of the member following retirement, so increases in life expectancy will result in an increase in the liabilities.
(v) Exiting employers: Employers who leave the Fund (or their guarantor) may have to make an exit payment to meet any shortfall in assets against their pension liabilities. If the employer (or guarantor) is not able to meet this exit payment the liability may in certain circumstances fall on other employers in the Fund. Further, the assets at exit in respect of 'orphan liabilities' may, in retrospect, not be sufficient to meet the liabilities. This risk may fall on other employers. 'Orphan liabilities' are currently a small proportion of the overall liabilities in the Fund.

The West Yorkshire Pension Fund is a funded benefit scheme, with the assets held in separate trustee administered funds. The date of the last full actuarial valuation was 31 March 2022.

The total contributions made for the year to 31 March 2026 were £329,000 (31 March 2025 £301,000) of which employer's contributions totalled £244,000 (2024-25 £226,000) and employees' contributions totalled £85,000 (2024-25 £75,000).

The actuaries estimate that the net pension surplus as at 31 March 2026 is £2,105k (2025: surplus £1,337k).

The financial assumptions used for the purpose of the FRS102 calculation as at 31 March 2026, prepared for the Organisation by AON Hewitt Limited, were as follows:

	At the end of the year	**At the start of the year**
Rate of inflation (CPI)	2.80%	2.50%
Rate of increase in salaries	4.05%	3.75%
Rate of increase in pensions	2.80%	2.50%
Rate of increase in deferred pensions (revaluation rate)	2.80%	2.50%
Discount rate	6.20%	5.80%

Balance sheet items		**31 March 2026 £000's**	**31 March 2025 £000's**
Fair value of plan assets		8,081	7,606
Present value of funded defined benefit obligations		(5,976)	(6,269)
Funded assets		2,105	1,337
Unrecognised asset		2,105	1,337
Council Guarantee Asset (surplus' not guaranteed)		Nil	Nil
Components of pension cost for year			
(i) Operating costs	Current service cost	186	222
	Past service cost	18	-
(ii) Finance costs	Interest on net defined benefit pension liab	(84)	(13)
	Interest on unrecognised asset	78	7
Total pension cost recognised in Income and Expenditure account		198	216
Other Comprehensive Income			
Interest income on assets during the period		398	166
Asset gain adjustment due to restriction of surplus		(690)	(1,174)
Gain (loss) on assets		246	998
Actual return on assets		(46)	(10)

The gains/(losses) figure is recognised in the Statement of Comprehensive Income .

Actuarial (gains)/losses expressed as a % of year end liabilities	0.008	0.002

9 Pension obligations (continued)

Change in Benefit Obligation during the year	**31 March 2026 £000's**	**31 March 2025 £000's**
Benefit obligation at the beginning of the year	6,269	6,831
Current service cost	186	222
Past service cost	18	-
Interest on pension liabilities	347	325
Member contributions	85	75
Actuarial (gains)/losses due to changes in demographic assumptions	26	(51)
Actuarial (gains)/losses due to changes in finacial assumptions	(85)	(1,168)
Actuarial (gains)/losses due to liability experience	(187)	221
Benefits/transfers paid	(683)	(186)
Benefit obligation at the end of the year	5,976	6,269

Change in Plan Assets during the year	**31 March 2026 £000's**	**31 March 2025 £000's**
Fair value of plan assets at the beginning of the year	7,606	6,987
Interest income on assets	431	338
Remeasurement gains/(losses) on assets	398	166
Employer contributions	244	226
Member contributions	85	75
Benefits/transfers paid	(683)	(186)
Fair value of plan assets at the end of the year	8,081	7,606
Experience (losses)/gains on assets	398	166
Interest income on assets	431	338
Actual return on plan assets	829	504

Split of assets between investment categories:	**Assets at 31.3.2026 £000's**	%	**Assets at 31.3.2025 £000's**
Equities	6,190	76.6%	6,031
Government bonds	994	12.3%	685
Corporate bonds	226	2.8%	304
Property	283	3.5%	213
Cash/liquidity	218	2.7%	198
Others	170	2.1%	175
	8,081	100.0%	7,606

Life expectancy	**At the end of the year (years)**	**At the start of the year (years)**
Male/Female pensioner aged 65 years	21.9 / 24.8	20.9 / 24.1
Male/Female future pensioner aged 65 years in 20 years time	22.0 / 25.1	21.8 / 24.8

Total market value of West Yorkshire Pension Fund	**£ millions**	**£ millions**
At 31 March 2025 - bid price (subject to audit)		19.93

Membership	**31 March 2025**	**31 March 2025**
Active members	33	33
Deferred pensions	18	16
Pensioners and dependents	30	30

The actuarial assumptions used in the calculation of the year end balance sheet liabilities are based on the 2025 actuarial valuation assumptions, other than the financial assumptions which are shown on Page 24 and an updated allowance for mortality improvements.

The expected returns quoted in this note are net of expenses.

9 Pension obligations (continued)

Contingent Liability - re Virgin media judgement

Belle Isle TMO is aware that the Court of Appeal has recently upheld the decision in the Virgin Media vs NTL Pension Trustees II Limited case. The decision puts into question the validity of any amendments made in respect of the rules of a contracted-out pension scheme between 6 April 1997 and 5 April 2016. The judgment means that some historic amendments affecting s.9(2B) rights could be void if the necessary actuarial confirmation under s.37 of the Pension Schemes Act 1993 was not obtained. Until further investigations have been completed by the UK Government's Actuary's Department and/or any legislative action taken by the government, the potential impact if any, on the valuation of scheme liabilities remains unknown.

10 Debtors: all falling due within one year	2026	2025
	£	£
Leeds City Council, amount owed	146,405	90,542
Prepayments	21,708	26,024
Other debtors	3,747	11,478
	171,860	128,044

11 Creditors: amounts falling due within one year	2026	2025
	£	£
Leeds City Council, amount due	96,080	-
Trade creditors	519,942	147,486
Accruals	55,969	158,856
Taxation - Value added tax	42,914	126,018
Taxation - Corporation tax	8,754	12,554
Deferred income	858	33,061
Other creditors	-	0
	724,518	477,975

12 Unrestricted capital and reserves	2026	2025
	£	£
General Reserves Fund balance as at 1 April 2025	1,931,442	1,767,034
(Deficit) / Surplus for the year	(507,405)	164,408
Defined benefit pension scheme:		
Current service cost	(186,000)	(222,000)
Interest on pension liabilities	(347,000)	(325,000)
Actuarial gains due to changes in demographic assumptions	(26,000)	51,000
Actuarial gains due to changes in financial assumptions	85,000	1,168,000
Actuarial (gains) on liabilities	187,000	(221,000)
Expected return on plan assets	431,000	338,000
Actuarial gains on assets	398,000	166,000
Employer contributions	244,000	226,000
Net cost recognised in Statement of Financial Activities	786,000	1,181,000
Change in Pension Reimbursement Rights	(786,000)	(1,181,000)
General Reserves Fund balance as at 31 March 2026	1,424,037	1,931,442

13 Related parties

The Leeds City Council is a related party by virtue of the Management Agreement between the Organisation and the Council and the Council's right to appoint representatives to the Board.

The Organisation's main source of income is management and related fees for the management of the Leeds City Council's housing and associated amenities and activities within the Belle Isle Estate. During the year these management and related fees amounted to £3,944,457 (2024-25: £3,8737,131). Grants were were also received from the Council of £25,000 for an outreach project; being the Asset Based Community Development.

The Organisation was also recharged for services provided by the Council and in the year 2025-26 these recharges totalled £343,634 (2024-25: £328,587). A grant payment of £353,815 was also paid to Leeds City Council as a contribution to home enhancements (2024-25 £100,000). Balances due to and from Leeds City Council are disclosed in notes 10 and 11.

Certain members of the Board are tenants in properties owned by Leeds City Council. These tenants have a standard tenancy agreement and are required to fulfil the same obligations and receive the same benefits as other tenants.

Board members claimed £110 in re-imbursement of travel and childcare expenses for the year ended 31 March 2026 (2024-25 - £43). Board members were also given vouchers to the combined value of £320 at Christmas as a thank you from the organisation. In the previous year these costs amounted to a total of £360 in gifts.

Councillor Board members were elected members of Leeds City Council for the financial year. The only transactions between Belle Isle TMO and the Councillors were the giving of vouchers and gifts to Board members as disclosed above. A Councillor is a trustee of a charity which donated £1,000 towards the the annual Warm Space programme (prior year £1,000), but had no part in that decision making process.

Belle Isle TMO is the sole member of Lift Off, a charity registered with the Charity Commission number 1208725. The Objects of the Charity are:
The Relief of poverty or financial hardship of those living in Belle Isle, Leeds for the benefit of the public by the provision of support including, but not limited to, financial support.'
The Charity was not active during 2025-26 as it was putting in place mechanisms for operation, including a bank account. The Charity wss dormant during 2025-26, having no assets, liabilities or transactions.

14 Financial instruments

The carrying amounts of the Organisations financial instruments may be analysed as follows:

	2026 £	2025 £
Financial instruments that are debt instruments measured at amortised cost; comprising: cash; trade debtors, other debtors, accrued income	2,126,847	2,383,393
Financial liabilities measured at amortised cost; comprising: trade creditors, accrued costs and other creditors	(668,549)	(319,119)
Net	**1,458,298**	**2,064,275**

14 Exceptional items

As part of a plan to reduce excess reserves held, the BITMO Board has embarked upon a range of activities to enhance the estate for the benefit of tenants. These activities include significant contributions to the Leeds City Council homes refurbishment programmes.

During 2025-26 a total of £354,813 was spent on improving the thermal efficiency of peoples homes and other measures, which would serve to both enhance the structure of proerties and help tenants with reduced utility costs. A total of £100,000 was expended to the same purpose in the prior year.

It is recognised that such contributions are of necessity not possible to maintain in the long term but are seen as a good use of reserves which are not required in the medium term.

BELLE ISLE TENANT MANAGEMENT ORGANISATION LIMITED
Schedule to the Income and Expenditure Account
for the year ended 31 March 2026
This page is for information only and does not form any part of the statutory accounts

	2025-26	2024-25
	£	£
Income		
Management fee	3,667,950	3,534,290
Sheltered accommodation	86,570	82,450
Performance incentive payment	18,749	42,129
Welfare Reform Contribution	89,200	84,950
Capital Schemes staff cost contribution	81,988	93,311
Grant income		
- Asset Based Community Dev	25,000	25,000
- Tree planting (White Rose Forest)	9,930	11,478
- Digitisation Project	-	5,000
- Gala grants	3,158	0
- Warm Spaces	1,850	828
- Insurance receipt	-	7,604
Other income	2,023.25	2,631
Income before bank interest	3,986,417	3,889,671
Bank Interest	46,111	66,071
Total Income	4,032,528	3,955,742
Expenditure		
Responsive repairs	1,781,008	1,420,075
Cyclical repairs	720,703	638,345
Repairs total	2,501,711	2,058,420
Community Development	307,535	298,685
Income and tenancy	304,866	305,640
Tenancy Support	305,795	247,896
Retirement Life	122,204	112,092
Corporate running costs	186,089	202,146
Corporate staffing costs	400,074	400,296
Service Level Agreements	57,845	66,559
Sub-total	4,186,119	3,691,734
Normal operational (deficit)/surplus	(153,590)	264,008
Property investment programme	353,815	100,000
Total expenditure	4,539,933	3,791,734
(Deficit)/surplus for the year	(507,405)	164,008