

**Tenant  
Annual  
Report  
2021/22**

Together  
with Tenants

**Passion**  
**Excellence**  
**Honesty**

[www.lfha.co.uk](http://www.lfha.co.uk)



Our mission is to enable the maximum number of people to access and live sustainably in good value, affordable housing.



# Contents

Building homes and increasing local connections	4
Committed to providing affordable homes and support customers	5
Impact where it matters most	6
Providing the right affordable homes for people	7
Our financial performance	8
Investing in your home	12
Investing in technology	14
Protecting our environment	15
What have Leeds Fed been doing to keep in touch with customers?	16
How have things changed at Leeds Fed over the last year?	19



# Building homes and increasing local connections

This is my first annual report as the Chair of Leeds Fed, and I want to begin by thanking Stuart Whyte for the significant contribution he made to the organisation in his time as Chair, before handing over the position to me at last year's Annual General Meeting.

Building on that work, the Leeds Fed Board have over the last year been focussed on how we can make the best use of our resources, to benefit current and prospective customers – as our vision says, we are 'building futures together'. We recognised the challenge that Covid presented to delivering services and are pleased with and grateful for the resilience staff showed over that period in keeping those services going. We remain in a financially strong position which provides a good basis on which to continue providing good quality, affordable homes across the Leeds City region, both to rent and to buy.

We have continued to monitor the delivery of the Corporate Plan, and at this year's Strategic Away Day reviewed where our priorities should be going forward. Those priorities have been to ensure day to day services are returned to normal whenever safe to do so and to foster greater

engagement with customers so their voice has influence over what we do. We will also continue to build new homes and work towards net zero carbon with the aim of reducing customer fuel bills. A new priority this year is to improve how we communicate with all stakeholders, particularly customers.

This Annual Report tells stories about some of the things we have been up to – how our staff have worked hard to give people safe homes they can afford, helping people to maximise their income and the work of the Challenger Panel to give us a vital customer perspective on what we do. I hope you find it of interest. And rest assured, the Board are as determined as ever that Leeds Fed will take full account of any new challenges, including the cost of living crisis, in ensuring we deliver the priorities set out in the Corporate Plan.

**Kim Brear**  
**Chair, Leeds Federated Board**



# Committed to providing affordable homes and supporting customers

It has been good to return to some sort of normality this year after the difficulties everyone experienced during the lockdowns we all endured during the Covid crisis. Sadly, we are now suffering from the effects of a cost of living crisis which means we all have bigger fuel bills and inflation makes things more expensive.

Leeds Fed exists to help people find an affordable home to own or rent where they are not able to afford to do so on the open market. I'm pleased therefore in this report, to be able to share stories about how our Financial Inclusion and Money Matters teams have helped people to make the most of their income and to provide safe, affordable housing that gives people security. We've also been able to complete 70 affordable houses this year, providing valuable new homes across the Leeds City Region.

Over the last year we carried out a stock condition survey, visiting 84% of our customers' homes, to make sure we know the investment requirements of each property. We also established the works required to improve the energy efficiency of those homes to reduce customer fuel bills. All those costs have been incorporated into our business plan.

Lots of work has been going on behind the scenes to make it easier for our staff to help customers manage their homes and to make our tenancy processes smoother. This has of course been helped by staff being able to visit our estates and connect in person with our customers again. Also, our community spaces teams have been using equipment that is better for the environment, better for staff and quieter for customers.

In terms of performance, we achieved most of the targets set by the Board, including on bad debts and voids but did not achieve the target for customer satisfaction with the overall service. Linked to this, we have focussed on improving engagement with our customers. We will listen to what customers want from us and involve them in our decision-making processes, including through our Challenger Panel. Better communications with all stakeholders, but particularly our customers is a key priority for Leeds Fed and I would welcome any feedback on what you think of our services, as well as on the Annual Report.

**Matthew Walker**  
**Chief Executive**



# Impact where it matters most

## Helping our customers find a happy home environment

**We offered a home to a customer who had suffered from ASB (antisocial behaviour) in the temporary accommodation he was living in at the time and urgently needed to move.**

He was very happy to have been offered the home and made plans with his support worker to move. He had been offered support with the cost of moving by the support agency he was working with at that time.

He said : " These two (members of staff) have been so caring, respectful and have worked very hard in making my move to (my home) as easy as possible. If it was not for (the neighbourhood officer's) friendly persistence in getting me to move from my last home, I believe my ongoing miserable life there would have continued to this day."

He viewed and signed up for the property and was glad to be moving to a quieter area and he felt he would be in a better position to find work once he had a happy home environment.

Unfortunately, the financial support the customer had been offered to move fell through and he was concerned he couldn't afford to move. He chose to give notice to end his tenancy, and chose not to move in. The customer's mental health was affected by this decision, as he was anxious about the ongoing ASB at his current home.

The Neighbourhood Officer(NO) worked with the Financial Inclusion Officer(FIO) and discussed what support might be available to manage the increased fuel costs. Initially the customer refused the support but when the NO discussed the options again, the customer agreed to work with us to see what options he might have. The Neighbourhood Officer liaised with the customer's support agency and managed to secure the moving costs as well as a payment to cover the rent during the period the customer's two tenancies had crossed over. This financial support, as well as the commitment of the refer to the FI service gave the customer the confidence that the move was financially viable for him.

"(The neighbourhood officer) also has been so helpful and I am really lucky to have her as my housing officer. (The financial inclusion officer) I have only met once and spoken to her several times on the phone. (She) helped me with my housing benefit and helped me with my Pip application mandatory reconsideration forms, this was done on the phone too and took about 90 minutes, anyhow we both persevered, then one night (she) appeared at my front doorway, way after the working day was over. I signed the forms, had a brief chat and (she) was on her way."

The customer moved in and worked with the FIO for several weeks. The customer is now settled and has had periods of employment since moving in. He is not experiencing any ASB and has said the following:

" I really do feel I am in good hands with these two ladies. So please, please pass on my sincere gratitude and thanks to two members of staff who are an absolute credit to Leeds Federated Housing Association. "

## Providing the right affordable homes for people

**A customer and her family applied for housing through Leeds Homes, as they were fleeing domestic violence. The customer was given help with a planned move and given advice on getting private rented accommodation in the short term.**

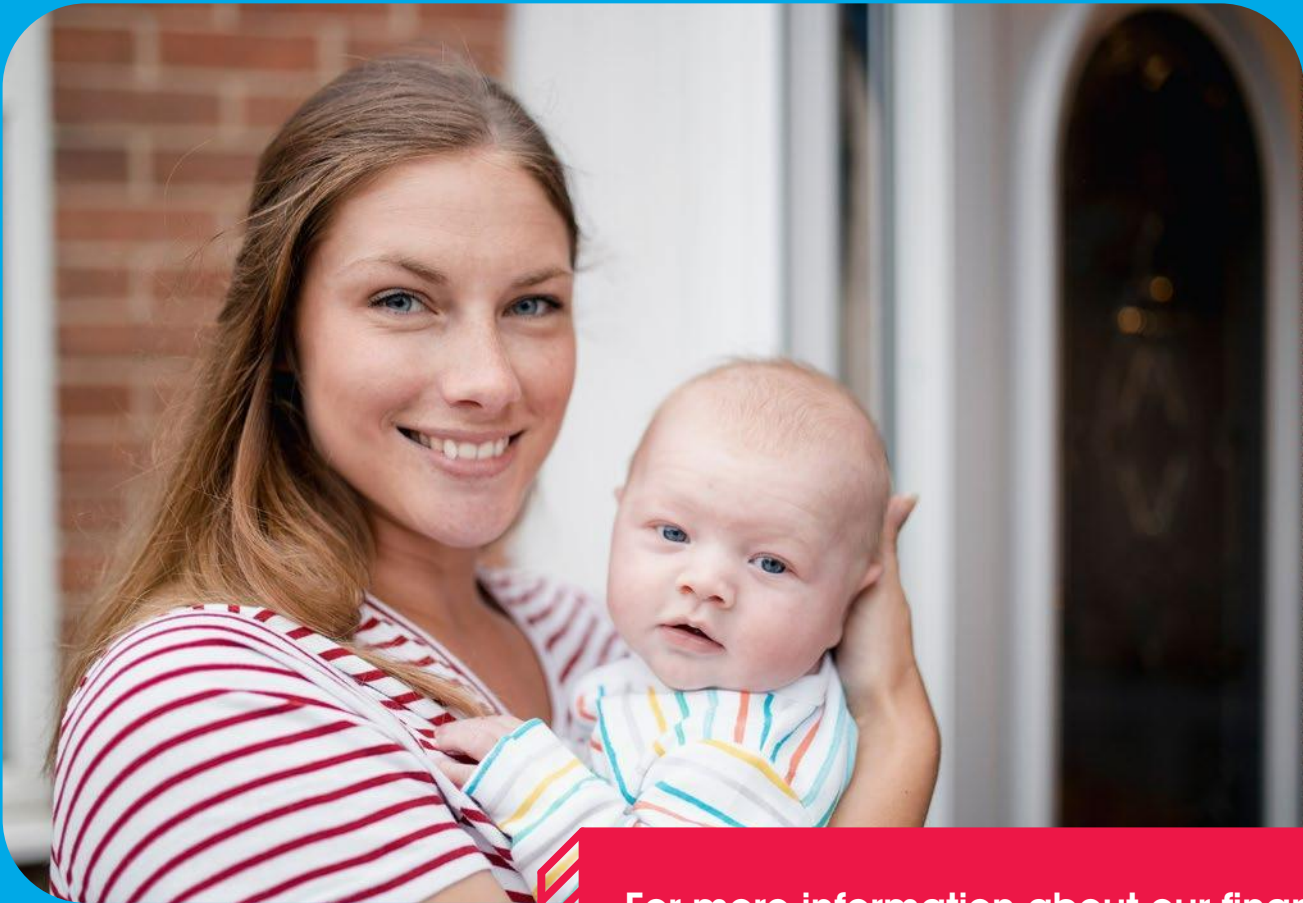
The family moved into a privately rented home on Belle Isle Road in Leeds, at a cost of around £1000 per month. The home was on a main road, which made the customer anxious that the person she was fleeing would find where she and the family were staying. The high rate of rent was also a concern for the customer.

The customer bid on a 4 bed Leeds Federated home and was initially offered it. However, during the application process, we found that the household make up had changed and so the customer and her family were not eligible for the home.

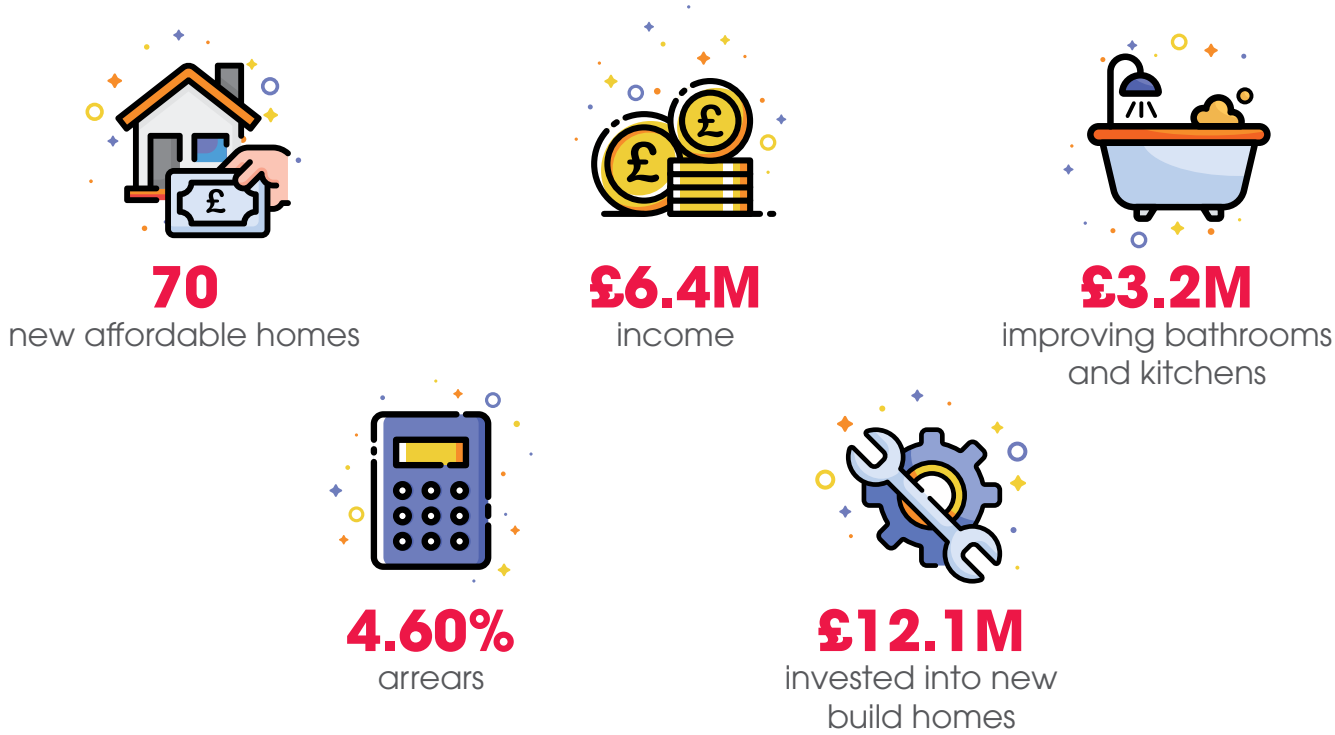
When a 3 bed home became available in the same area, the customer was contacted by the Neighbourhood Officer and offered the home on a direct let, which was accepted. The customer now pays a social rent of £400 per month, which is significantly less than the private rent paid previously. The family now have disposable income that they otherwise would not have, and a home that suits them.



# Our financial performance



For more information about our financial performance, please see our **Financial Report and Accounts**.



The financial performance for Leeds Federated was strong and we finished 2021/22 with a comprehensive income of £6.4m (a movement from £2.2m in 2020/21), however £1.2m of this additional income (£3.6m cost in 2020/21) resulted from accounting for pension obligations in the year.

Financials for 2021-22 Annual Plan

	2021/22	2020/21	
Comprehensive Income	£6.4m	£2.2m	
Pension obligations included	(£1.2m)	(£3.6m)	
Arrears	4.60%	4.90%	
Social Housing Cost per Unit	£3,882	£3,428	The regional median is £3,730
Development cost of new homes	12.1m	5.6m	
Number of homes completed	70	82	
Of those homes, Affordable rent	51	49	
Shared ownership	19	33	
Of the 'affordable rent' no. at social rent level	19	21	



Our total income including all statutory adjustments was £6.4m for the year to March 2022 an increase from £2.2m at March 2021. However the figures in both years were adjusted by movements in relation to the pension scheme valuation, which is adjusted annually by the actuary, as can be seen in the table below. Without these adjustments the performance from one year to the next was almost the same.

	2022	2021
Surplus for the financial year	£5.2m	£5.3m
Pension adjustment	£1.2m	(£3.1m)
<b>Total income</b>	<b>£6.4m</b>	<b>£2.2m</b>

Social Housing Cost Per Unit (CPU) for 2021/22 was £3,882, an increase from £3,428 in 2020/21. This is above the regional median social housing CPU of £3,730.

We spent £3.2m on replacement parts in 2021/22 (£2.8m in 2020/21).

“2021/22 was the first year of a 5 year Corporate Plan, this will be delivered through our strategic objectives and supporting goals. We explicitly identify value for money as a goal for each objective.

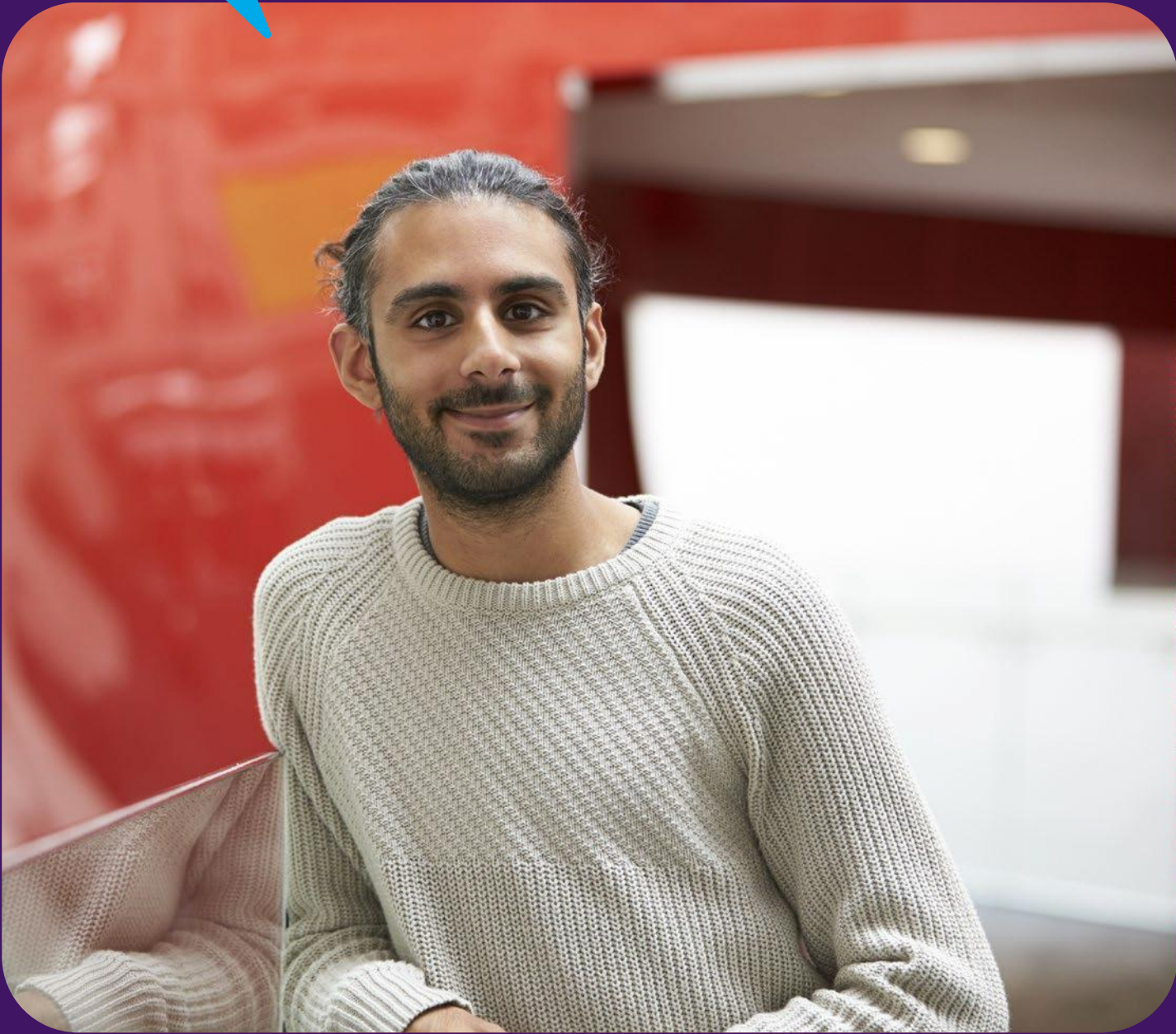
Through the Corporate Plan we have also reflected a set of priorities with a sharper focus on our customers.

We are continuing to increase our investment in resident engagement as part of our corporate plan, to re-establish lines of communication disrupted by the pandemic and to ensure our services reflect and respond to customer needs and priorities.”

This year we completed 70 new affordable homes (51 affordable rent and 19 shared ownership) – of the 51 affordable rent, 19 were at social rent levels. This development cost £12.1 million.

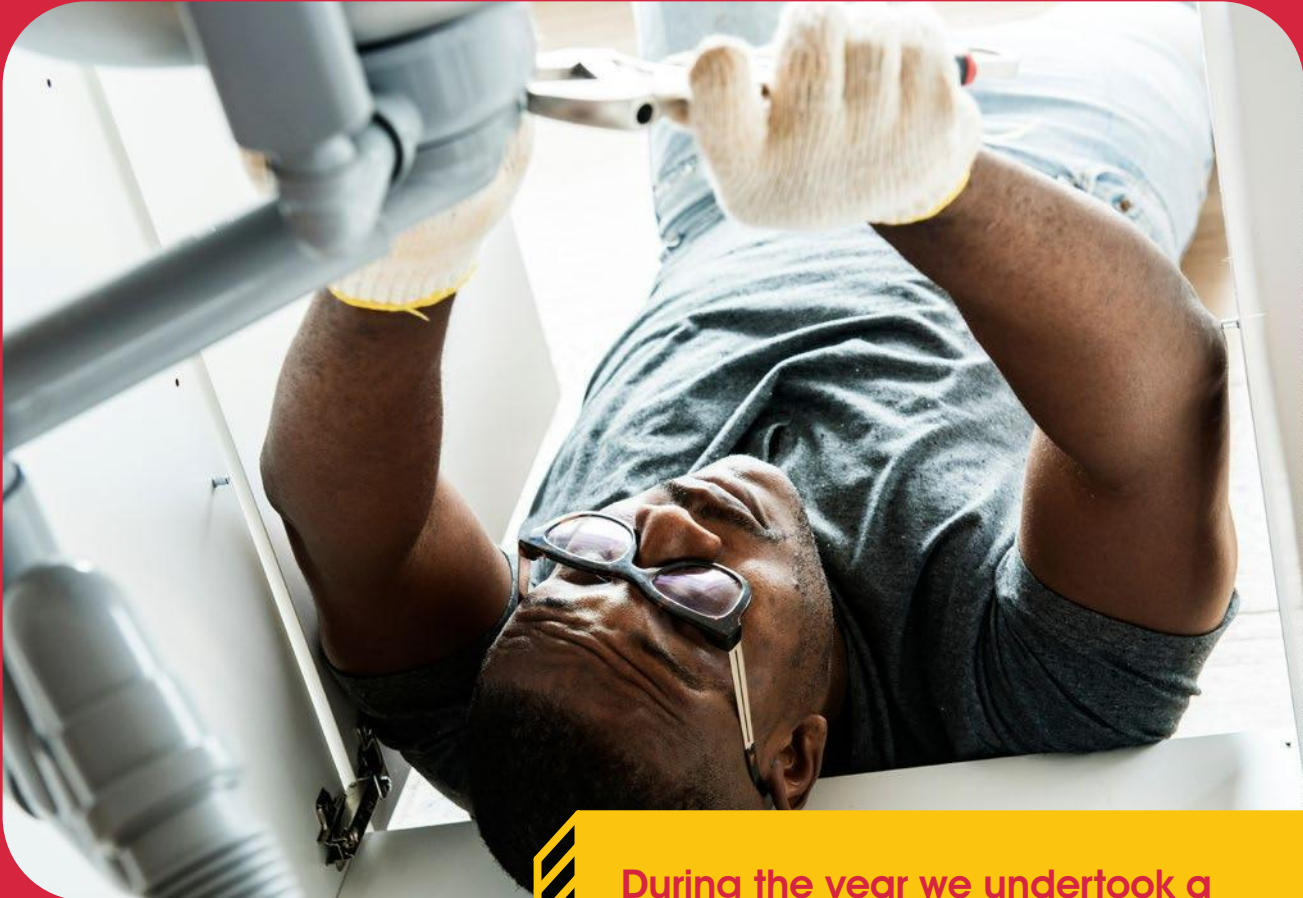
For more information about our financial performance, please see our **Financial Report and Accounts**.

Leeds Fed is in a good position financially.





# Investing in your home



During the year we undertook a total of 19,000 day to day repairs in customers' homes and only 0.4% of repairs result in a complaint.

## What did we do with customers' homes to make them safe and in good order?



**We undertook 19,000 day to day repairs in customers' homes last year in total only 0.4% of repairs resulted in a complaint.**

We carried out work on 285 empty homes to make sure that they were ready for new customers to live in.

We made 115 adaptations (including minor and major) to customers' homes to help them be able to carry on living where they want safely and comfortably.

Of the 19,000 day to day repairs, 3,605 emergency repairs were completed. We failed to complete 13 within the timescale of 24 hours. We took 21,200 calls in business hours and 7,810 out of hours.

We had a planned capital spend of £3.2m and carried out 530 planned installations of kitchens and bathrooms.

We carry out an electrical inspection every 5 years, or at void, whichever is sooner.

A gas safety inspection / boiler service is carried out every year and a check of gas systems once new customers have moved in.

We carry out work to ensure there is working fire detection on every floor of every home. Extra detection and precautions are carried out in communal areas including corridors.

We carry out a regular service of all passenger lifts and have third party inspections.

An asbestos survey takes place before anything that could contain asbestos is disturbed. We monitor communal areas that are known to contain asbestos.

Leeds Fed identify risks of legionella and puts in place preventative measures / monitoring where there are significant risks.

85% of customers were happy with the timeliness of their repair. 89% were happy with the work of the contractor on individual repairs. 84% were satisfied with the Leeds Fed repairs service.



# Investing in technology

**Did you know we have over 60 different I.T. systems that we use to help you get the best service from Leeds Fed?**

Nowadays, so much has near total dependency on some or other IT system. From self-checkout tills at the supermarket to the weather app on our phones.

Here at Leeds Fed, it is not much different to the rest of the world in how the services we provide to you, our customers, are dependent not only on the people who you meet face to face or speak to on the phone but also computers, technology, networks, numerous software programmes, all of which are behind the scenes, supported and looked after by our dedicated I.T. team.

It is nice when everything works. However, from our experience we know it does not always go smoothly. On top of the fact that there are many variables and places where things can go wrong, Leeds Fed also must operate many systems.

For instance, we have separate systems to store and manage tenancy details, rent information, property, repairs, finance and more. There also are various interfaces to enable information flow between the systems. All these systems need some level of administration and periodic attention to keep them working.

Cyber security is vitally important. We see the news about data breaches and



ransomware incidents affecting companies and organisation of different sizes and across all sectors. To minimise this risk of becoming a victim of such an incident, lots of effort goes into cyber protection to protect your information and Leeds Fed.

The aim of all this work is to make life easier for the customer by providing an efficient service. A new system was developed and implemented in May 2021. This new system is called Origin2 and has been bespoke designed as the main source of tenancy related information. It helps the customer service and repairs teams in particular, access information across the different system areas easily which means that the people using it have an easy overview of what is going on so they can focus on what matters for the customer.

# Protecting our environment

**Over the past couple of seasons, Community Spaces have been looking at ways to reduce our carbon footprint. We have partially achieved this by replacing two of our fleet of seven diesel vehicles with fully electric vehicles. This has seen a significant reduction in the cost of running these vehicles along with the environmental benefits of reduced emissions.**

We have also replaced equipment used by the gardeners replacing petrol-powered equipment with battery-operated equipment. This has also seen a significant reduction in emissions. The battery equipment is lighter, quieter and easier to handle, and still provides an excellent finish to the end product. The cleaning team have also been using battery-operated vacuums which are lighter to use, quieter and have no cables to trip over. The new vacuums also allow for a better working posture when using which reduces strain on the cleaners back. This is due to a more ergonomically design of the vacuums.

From 2022 we are looking at schemes where we can re-wild areas to create better habitats for birds and other wildlife. This will provide more colourful areas on schemes for tenants to enjoy with wildflower areas. We will be consulting tenants on these schemes



before commencing any work. A major safety benefit of this is to reduce the amount of time staff have to work on slopes which can be slippery and dangerous to maintain, this will in turn protect our staff & other people who frequent these areas and also greatly aid the environment.

Also coming in 2022, we are looking into ways to source more environmentally friendly cleaning products, that will still provide the same level of cleaning, whilst having less impact on the environment and be safer to use for our staff.



# What have Leeds Fed been doing to keep in touch with customers?



We know that some people felt like they haven't had the same contact with us that they had before the Covid lockdowns. As lockdowns stopped and the world opened up, we have been looking at different ways of improving how we communicate with you.

Leeds Fed has adopted the Together With Tenants Charter- a commitment with the National Housing Federation to make our work more transparent to customers and to include them in our decision making.

## Developing the website

Over the last year, the way you navigate around the website and its structure has been improved to clearly provide information to customers about what services they can access and it has a new 'get involved section'. This section is so that customers can let us know what they think of our services and can get involved in shaping what we do, if they would like to.

A staff website working group meets regularly to make sure that the website has content that is useful for you and gives you up to date information.

## Leeds Federated Customer E News

An electronic newsletter is sent out to customers regularly which has lots of information about what is going on at Leeds Fed and we want customers to tell us what they would like to see in future editions of the newsletter.

## You Said We Did

We provide updates every quarter on the website about how we have changed our services or reacted to feedback from customers. All feedback is welcome.

## Challenger Panel

Our Customer Engagement team have been working with customers who have joined our Challenger Panel to make sure that the customer voice is heard by Leeds Fed and that customer experiences lead to service improvements and how we respond to customer satisfaction/dissatisfaction in customer surveys.

## How Did We Deal With Complaints?

We received 273 complaints in 2021/22.

264 complaints were resolved at stage 1 (the first stage) in an average of 9 days- within target.

8 complaints were appealed and resolved at the next stage.

The top 3 complaints issues were: Repairs (147) Neighbourhood Services (35) Planned works (26).

£8,325 was paid out in compensation over the year to customers.

'You Said, We Did' on the website specifically relates to learning from complaints. Learning from complaints has ensured that identified improvements have been implemented already, already form part of a new process or are currently being rolled out via our direct staff or contractors.

We carried out a self-assessment of how we handled complaints. You can see a copy of it [here](#).

We continue to ask you what you think of Leeds Fed through customer surveys:



78.9%

of customers are satisfied with our overall services



Almost 77%

find Leeds Fed easy to deal with



Over 83%

feel that their home is safe and secure



77.7%

are happy with the repairs to their homes



77.7%

think that their rent is good value for money

Equality, Diversity and Inclusion – making sure our staff and Board reflect our customers

We report our customer, staff and Board profile information annually to our Operations Committee and to our Board.

In 21/22 in response to the information presented and in line with our revised Equality, Diversity and Inclusion Policy the Board set the following targets:

- For staff and Board to be broadly representative of the customer base we serve.
- For our customer base to be broadly representative of the communities in which the stock is situated.
- We will measure customer satisfaction to ensure there is no marked differential

between satisfaction of customer groups.

How we will do this:

- We will look to increase the targeting of our recruitment to ensure that the candidate pool for all roles is as diverse as possible.
- We will start to analyse the customer data held on the basis of both protected characteristics and customer segmentation profiles.
- We will use the health and wellbeing survey results (staff survey) to ensure there is no marked differential between the satisfaction of staff between different protected characteristics.

How have things changed at Leeds Fed over the last year?



Arthington House - our old office now providing new homes

Leeds Fed have always had the aim of providing good quality, affordable homes. We took the decision to move to a more agile way of working and as part of that move, we have converted Arthington House into homes for social rent. Work on the new flats is due to be completed in December 2022 at a total scheme cost of £2.7m. The scheme will build 12 one bedroom flats and 10 two bedroom flats.

Introducing Area Teams - a new way of working for Leeds Fed

Following feedback from customers about what matters to them in their neighbourhoods, we launched a new team framework for managing homes and tenancies in 2021. We now have three area teams: North, Central Leeds and South plus a central service team providing services for all areas. This change allows the area teams to respond to the needs of your area, to innovate and take opportunities based on their knowledge and experience and to work with local partner organisations, the local council for example. It also helps build closer working relationships between key frontline roles- Neighbourhood Officers, Surveyors, Income Officers and Financial Inclusion Officers, who are all working with a focus on your area.





Leeds Federated  
Suite 5  
The Tannery  
91 Kirkstall Road  
Leeds  
LS3 1HS  
[hello@leedsfed.com](mailto:hello@leedsfed.com)  
0113 386 1000  
[www.lfha.co.uk](http://www.lfha.co.uk)