



Building futures together

2021 – 2026 Corporate Plan Summary

Sustain, Engage, Grow

Year 2 – 2022-2023

Leeds Federated Housing Association

Corporate Plan 2021-2026

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Leeds Federated Housing Association

Corporate Plan 2021-2026

1. Introduction

- 1.1 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. That's our social purpose, and the focus Leeds Fed has had throughout its 45 years existence.
- 1.2 Following two years of lockdown, Leeds Fed is moving to a more familiar form of service delivery in 2022/23. It is hard to underestimate the impact covid has had on everyone's lives, but we are returning to our agile, customer focussed approach to service delivery. The world may be a different place, but our priorities remain the same, and our social purpose has not changed.
- 1.3 This document sets out how Leeds Fed will achieve its objectives, as part of our 5 year Corporate Plan, focussing in particular on our priorities for 2022/23.

2. A summary of where we are, and where we are going

- 2.1 The 2021/2026 Corporate Plan takes the service and efficiency improvements from the previous 2016/2021 Corporate Plan and applies them to our new priorities.
- 2.2 Board set clear priorities at the start of this 5 year plan, and these have been re-enforced following the Board Away Day in January 2022.
 - Customer focus – we will continue to ensure that our customers are deliberately and firmly placed at the centre of what Leeds Fed does and their voice has influence over what we do.
 - Development – we will continue to develop new homes for rent and to buy that are affordable to our customers. Our target remains 150 new homes per year built each year which is stretching yet achievable. However, we will not be developing at any cost if the operating environment changes.
 - Net Zero Carbon (NZC) – we will bring all our properties up to at least EPC level C by 2030, and following our comprehensive stock condition survey in 2021 have included the costs to achieve this in the Business Plan. Subsequent NZC investments will be modelled through our ongoing business plan sensitivity analysis.

- 2.3 A recurring theme through all the above activity emerging as a priority for 2022/23 is communication. We will improve our communication with customers and stakeholders, to be clear about our social purpose and the services we will offer.

3. Why, Where, How and What?

- 3.1 Our approach to Corporate Planning can best be described by answering these four basic questions:

- *Why does Leeds Fed exist?*
 - **purpose** articulates why an organisation exists
- *Where does Leeds Fed intend to get to?*
 - **vision** describes where the organisation intends to have impact
- *How will Leeds Fed behave?*
 - **values** articulate how the organisation behaves
- *What will Leeds Fed do?*
 - **mission** set out what the organisation does
 - **objectives** describe the strategic priorities to deliver the mission/purpose

3.2 Why?

Our social purpose is clear:

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.

3.3 Where?

Vision describes where we aim to be and is aspirational over the long term. Our vision statement is:

Building futures together

- The vision statement reflects our aim to grow through *building more homes* across the Leeds City Region.
- Good value housing offering security and affordability provides the necessary foundations for our customers to achieve their aspirations and *build their futures*.
- We will work *together* with staff, customers and other stakeholders in making our vision a reality.

3.4 How?

The Association's values are:

PASSION – we believe in what we are doing, and work hard to provide a great service.

HONESTY – we say what we can do and will be clear about what we cannot do. If we get things wrong, we'll own up to it and put it right.

EXCELLENCE – we always do things to the best of our ability. At our best, we are excellent.

INNOVATION – we will seek new and better ways to deliver services and achieve our wider objectives.

3.5 What?

Our mission describes what Leeds Fed will do:

Listening and learning to deliver great services,
invest in homes and support communities

4. Objectives and Strategies

The why, where, how and what of Leeds Fed have been broken down into 3 Objectives – *Sustain*, *Engage* and *Grow*. Each has a strategy setting out our approach. The strategies set out the contributing goals, risks, projects and performance measures for each Objective.

Sustain

- Provide good quality homes that people want to live in
- Provide quality services at an affordable cost
- Maintain a healthy business in terms of its finances, expertise and governance
- Deliver value for money in the delivery of services and the running of our business

Engage

- Attract, retain and develop a healthy and effective staff team that engages with the organisation
- Engage with customers, listen to and learn from the customer voice
- Maintain a highly satisfied customer base and staff team
- Collaborate with stakeholders to achieve the best outcome for the business and customers
- Demonstrate value for money to our customers

Grow

- Continue to deliver sustainable growth
- Be open to, and actively seek, the widest range of development opportunities
- Uphold values of innovation and design quality in the schemes we deliver
- Achieve value for money in our development programme

5. Governance

- 5.1 This Corporate Plan is owned by the Board and they monitor its delivery over the course of each year through the Board, Operations Committee, Development Committee and Audit and Risk Committee. Additional sub-groups are convened when appropriate.

The Board will also consider the risks associated with Leeds Fed's activities. They will work to ensure that the correct balance is struck between getting the best from the Association's assets whilst at the same time protecting those assets for future use, giving due regard to VFM in all that it does.

The Board's Resilience Plan sets out its overall approach to identifying potential financial difficulties and dealing with any failures where they occur without endangering the financial health and reputation of Leeds Fed and the wider housing sector as a whole.

6. Balanced Scorecard

- 6.1 Operational performance is monitored through the Balanced Score Card. The aim is to use this tool to ensure our day to day activities are on track and ultimately deliver the vision and goals of the organisation. Critical success factors are identified which support that aim and targets set against each, both at a corporate level and at a team level. Performance against the corporate score card is reported to Operations Committee in detail and Board in summary.

7. Annual Budget and Business Plan

- 7.1 The Annual budget and Business Plan set out in financial terms how the plans within the Corporate Plan Summary and strategies will be delivered. They demonstrate that Leeds Fed is a viable business. Robust stress testing will take place as part of reviewing the Business Plan each time it is approved, or when the changing operating context makes such an exercise appropriate. This usually occurs twice each year. Actual income and expenditure during the year is compared to the annual budget to ensure our plans are on track, with appropriate information reported to Board at least quarterly.

8. Conclusion

- 8.1 This updated Corporate Plan continues with the same priorities, recognising the challenges over the last year, and re-enforcing our determination 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.