

# Building Futures Together



**2021 - 2026 Corporate Plan**

Year 4 - 2024-2025



## Introduction from the Chair and Chief Executive

### Leeds Federated is here to help people make a home

The aim is to provide as many properties as we can, maintain them to a good standard and have the customers who live there stay as long as they wish. We want customers to make our property, their home.

Writing words is easy. Making those words a reality for customers is not quite so straightforward.

During 2023/24 we built 152 new properties, 51 of which were shared ownership, and 101 rented. Of those new rented properties, 55 have rents set at social rent levels, equal to around 65% of the market rent. Over the next 5 years, we have committed to building a further 500 properties, 126 of which will be completed in 2024/25.

Concluding in 2023, our stock condition survey has now inspected 97% of our properties and we have used that information to calculate exactly how much we will need to invest to maintain it at our agreed standard.

The total required is £184m and that figure has been included within our 30 year business plan. For 2023/24 that led to an investment of £4.5M in improving properties, which included 183 new kitchens and 126 new bathrooms. The plan is to spend a further £4.8M during 2024/25. Our commitment is that we will not compromise on the standard of our existing property.

We have also committed to improving the thermal efficiency of our properties, primarily so that it costs our customers less to keep their homes warm. During 2023/24 we invested £2.4M (including £1.2M grant funding) in improving the thermal efficiency of our homes, these works include roof & loft insulation and upgrades to heating systems. Our overall plan is to invest £17M over the period to 2030, which includes a further £3.6M (including £1.8M grant funding) investment in 2024/25.



Another priority is to improve how we use the data we collect, to help improve the service we provide to customers. Over the last year we have analysed satisfaction data to help identify drivers for satisfaction and to ensure we are delivering our services fairly to all our customers. We have been sharing our performance data with the Challenger Panel, comprising involved customers, to ensure they can hold us to account. They have also commenced a scrutiny review of our approach to dealing with complaints.

In 2024/25 we will be focussing on using data in a more pro-active way to inform service delivery and support our community-based approach. We will also be reviewing our approach to transactional satisfaction surveys to ensure that we make the most of customer views and opinions, including expanding the use of Your Voice, the on line customer engagement platform that went live in February 2024.

Finally, Leeds Federated welcomes the introduction of the new consumer standards in 2024/25.



We have been actively developing our approach in this area using the National Housing Federation's Together with Tenants and would like to thank the Challenger Panel for their support and feedback.

We agree with the Chair of the Regulator of Social Housing, Bernadette Conroy who, in her foreword to setting out how the new consumer standards will be regulated, states **'Home is the most important place in the world.'**

**Kim Brear**  
Chair

**Matthew Walker**  
Chief Executive



**Our social purpose is clear**

**Leeds Federated is here to help people make a home**

**It is supported by our vision statement:**

## **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 colleagues, customers and other stakeholders in making our vision a reality in the communities where our customers live.

**And our values:**

### **Passion**

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

### **Excellence**

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

### **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.

### **Innovation**

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



Leeds Federated has three goals, each of which is set out in its own strategy:

**Sustain** (agile deliverer)

**Engage** (community enabler)

**GROW** (opportunity maximiser)







**The sustain strategy has 3 goals:**

- Goal 1** - Provide good quality services that understand and respond to the needs of our customers:
- we make use of, and maintain, the data we hold about customers to respond to their individual needs
  - we focus our services on the needs and expectations of our customers, in their homes and neighbourhoods
  - we strive to deliver value for money for customers and maintain affordability
  - we maintain and improve customer confidence in our approach to managing tenancies and working in neighbourhoods (Challenger Panel priority)

- Goal 2** - Provide safe, good quality homes that people want to live in:
- we make use of and maintain the data we hold about homes to ensure they are safe and well-maintained
  - we maintain homes to a standard which makes us an attractive landlord for existing and prospective customers
  - we invest in homes to make them more affordable for customers to run

- we maximise the performance of our asset base so that we continue to offer high quality homes to customers and strengthen our business
- we maintain and improve customer confidence in our approach to maintaining homes (Challenger Panel priority)

- Goal 3** - Maintain a healthy business in terms of reputation, finances, expertise, and governance:
- we will remain viable by managing our cash flow and budgets, ensure that colleagues are able to do their jobs well, and ensure that the necessary skills exist around the Board table to govern Leeds Federated effectively
  - we will deliver value for money in the delivery of services and the running of our business
  - we will act to safeguard and strengthen the organisation’s reputation in all areas of our work
  - technology, data, information, and knowledge are used to improve the efficiency, effectiveness, and resilience of our business

**Performance against target for 2023/24, and targets for 2024/25**

Performance measure	Target 23/24*	Performance year to date 23/24**	Target 24/25*
Customer satisfaction that the landlord makes a positive contribution to neighbourhoods**	80%	80.6%	80%
Customer satisfaction with the landlord’s approach to handling anti-social behaviour**	80%	73.8%	80%
Customer satisfaction with repairs service**	85%	83.5%	85%
Customer satisfaction with the landlord’s approach to handling complaints**	70%	44.6%	70%
Void loss (23/24 figures up to Jan 24)	£293k	£259k	£361k
Gas services completed on time	100%	99.9%***	100%
Operating margin - overall % (actual figure to Jan 24)	17.7%	20.8%	16.0%
Social Housing Cost per unit	£5,305	£5,298	£5,838
Bad debts (23/24 figures up to Jan 24)	£303k	£68k	£285k

\* Target is either annual figure or where appropriate comparable year to date figure for actual performance  
 \*\* Year to date rolling 12 month average figures using latest available performance at the time of going to print  
 \*\*\*All gas services not completed on time are compliant with our procedures to negotiate access with customers



# Engage

strategy

(Community enabler)

## The engage strategy has 6 goals:

**Goal 1** - Attract, retain and develop a healthy, effective, and diverse team of colleagues who engage with the organisation :

- we will enable colleagues to access learning and development resources so that they have the skills and knowledge to do their job professionally and effectively
- we will maintain Leeds Federated as a values led organisation that people want to work for, stay working for and enjoy working for
- we will encourage an approach of high support and high challenge performance management
- we will encourage a culture of storytelling internally so we can share and celebrate how we all help people make a home

**Goal 2** - Engaging with customers:

- we will encourage and expand opportunities for customer engagement and influence across the business, so that customers have a meaningful voice in decision making
- we will maintain a focus on our tone of voice, to ensure customers are treated with dignity and respect (Challenger Panel priority)
- in our communications and in our engagement work, we will seek to tackle the stigmatisation of 'social housing tenants' and their neighbourhoods (Challenger Panel priority)
- we will be proactive in our engagement with customers, driven by good quality data on their circumstances and needs
- we will make our work in neighbourhoods more visible to customers (Challenger Panel priority)

**Goal 3** - Listening and learning:

- we will improve our approach to resolving customer complaints and responding to feedback from customers
- we will work jointly with other organisations where possible to maximise quality, learning, and value for money

**Goal 4** - Maintain a highly satisfied customer base and team of colleagues

- we will work to ensure that customers are highly satisfied with services delivered by Leeds Federated
- we will focus on colleague well-being, individuals, teams and the organisation to be their best and provide good quality services
- we will focus on embedding our values, rewarding and recognising positive behaviours that meet our culture and purpose

**Goal 5** - Collaborate with stakeholders to achieve the best outcomes for the business and for customers

- we will work with, and learn from, partners and stakeholders to improve and strengthen our approach
- we will strengthen our communications offering to customers and stakeholders and share our good news stories

**Goal 6** - Demonstrate value for money to our customers

- we will be transparent about our performance and areas for improvement, so that customers can assess the value for money they receive





# Engage

(Community enabler)

## Performance against target for 2023/24, and targets for 2024/25

Performance measure	Target 23/24*	Performance year to date 23/24**	Target 24/25*
Overall customer satisfaction	80%	81.1%	80%
Customer satisfaction that we keep customers informed about things that matter	80%	84.5%	80%
Customer satisfaction that we listen to their views and act upon them	70%	76.6%	70%
Customer satisfaction that we treat customers fairly and respectfully	85%	89.9%	85%
Customer satisfaction with approach to complaint handling	70%	44.6%	70%
Colleague satisfaction with their experience of Leeds Federated as a whole	82.5%	84.5%	82.5%

\* Target is either annual figure or where appropriate comparable year to date figure for actual performance  
 \*\* year to date rolling 12 month average figures using latest available performance at the time of going to print





**The sustain strategy has 2 goals:**

**Goal 1** - Take a strategic and sustainable approach to our development programme:

- we will prioritise affordability in our approach to development
- we will identify and pursue strategic opportunities which enable us to maintain growth within the parameters of our financial plan
- we will focus on geographical coherence in our development programme, building on the organisation’s local strength
- we will be guided by analysis of the priorities and plans of local and regional government and other partner organisations, identifying where these align best with our own
- we will form partnerships and joint ventures where these are the best means of delivering our strategy
- we will develop to required construction and thermal energy standards
- we will demonstrate value for money by monitoring the performance of our development schemes and measuring customer satisfaction with our homes

**Goal 2** - Focus on learning and professional growth:

- we will be a learning organisation, maximising opportunities to improve and grow
- we will enable and reward leadership at all levels of the organisation, valuing curiosity, creativity, problem solving, and ambition for continuous improvement
- we will work towards the professionalisation of key roles to meet the expectations of our customers and regulators
- we will focus on modernisation, based on analysis of data and a creative, open-minded approach to how we can best deploy our resources
- we will ensure our values and behaviours support a learning environment and attitude and that learning information is shared

**Completions to date, and future projections**

	<b>21/22 actual</b>	<b>22/23 actual</b>	<b>23/24 forecast</b>	<b>24/25 forecast</b>	<b>25/26 forecast</b>	<b>26/27 forecast</b>	<b>27/28 forecast</b>
Completions	70	85	148	132	146	115	68





## Governance

The Corporate Plan is approved by the Board in March each year. Performance against the plan's delivery is monitored through the year by the Board and relevant Committees. The Board holds a strategy weekend in January to review the plan and ensure that Leeds Federated is on track to achieve its objectives and makes any necessary amendments to the key priorities set out in the Corporate Plan.

Every time the Board meets, the issue of risk is considered, taking into account how the organisation is performing, the current operating environment and any trends arising. Adjustments are made to our risk register when necessary to ensure we are managing any new or changing risks within our risk appetite.

Annually, the Board reviews the organisation's risk appetite, which varies between different aspects of what we do and the controls in place to manage our risk vary accordingly.

The Board have re-confirmed that our priorities remain centred around our customers and how we can optimise the resources we have to provide the best all round service. Engaging with, and communicating with customers, also remains a priority, and the strategies summarised in this document set out what we will do in each area to achieve this.

The Board is committed to ensuring that **'Leeds Federated is here to help people make a home'**.



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