

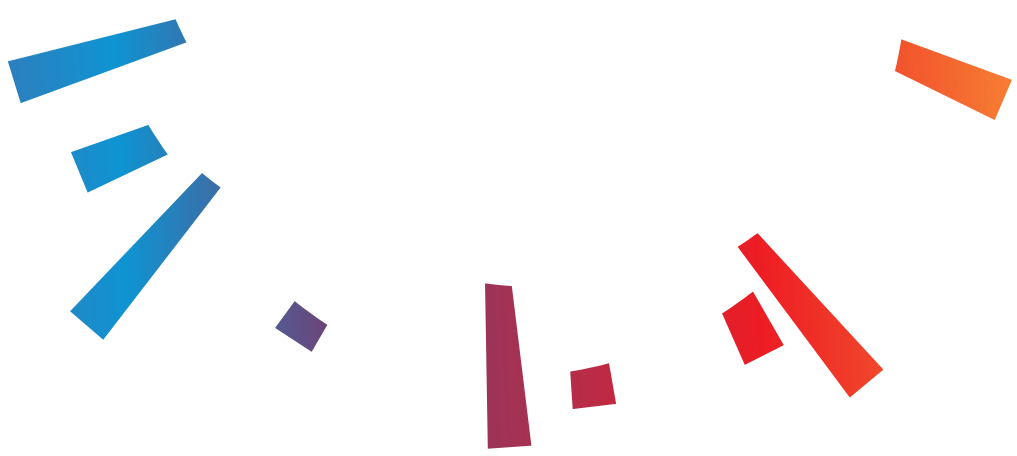
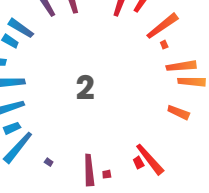


Tenant Annual Report 2022/23

Together
with Tenants

Passion
Excellence
Honesty
Innovation





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Helping people find affordable homes

Welcome to the 2022-23 Annual Report. The Boards' role is to set the core purpose of the organisation and then ensure that purpose is achieved through the Corporate Plan approved by the Board each year.

Leeds Federated is clear about what it is here to do: Leeds Federated exists to help people find an affordable home to own or rent where they are unable to do so on the open market.

We have spent the last year ensuring those words are the reality experienced by tenants, through our vision of Building Futures Together and across the 3 strategic objectives we have set beneath it: Sustain, Engage and Grow.

The Board met 8 times (usually 5) over the year because of some of the challenges we have faced, in particular linked to the rent cap being imposed and the knock-on impact on our budget. Many of our costs increased by well above inflation, but despite this and throughout those discussions, The Board were very clear: our tenants and the services we provide for them remain the priority.

This has meant that whilst our services have been maintained our margins and loan covenants have come under some pressure, which has led to a renegotiation of some of our loan covenants.

Services have not only remained intact, they have expanded in places, in recognition of the impact of the cost of living crisis and the challenge that presents to tenants. One area where our investment has increased is mould and damp. We have seen an increase in reported cases of mould and damp over the year and have increased resources to ensure we do all we reasonably can to address the issue, part of which involved a number of articles in our tenant newsletter to encourage tenants to make us aware if it appears in their homes.

Overall, financial viability remains strong. We have just completed our 4 yearly 'In Depth Assessment' by the Regulator of Social Housing, and they have concluded that we remain compliant with the regulatory standards. We will continue to ensure this remains the case, and at the same time work hard to ensure our houses become the places our tenants want to make their home.

**Kim Brear
Chair**



Committed to supporting all of our tenants

People reading this Annual Report will want to know that we have delivered for our tenants on the services expected of a Housing Association. We are passionate about what we do, and like Kim, I am pleased to be able share some of what that looks like in this document.

We have included stories of some of the things we have been up to, how our Money Matters team have been helping tenants address the cost of living crisis, and how our asset and repairs staff have been ensuring we address any instances of mould and damp that arise in our tenants' homes.

Also included is some information about the work our Challenger Panel have been doing – I'd like to add my thanks to them for continuing to help us by reviewing our performance and holding us to account where things aren't where they should be. By working together we have the best chance of making the improvements we all want to see.

Over the year, we built 85 homes, 20 for social rent, 32 for affordable rent and 33 for shared ownership. Later in the Annual Report you can see what our new development at Pemberton Road, Castleford looks like, where the first new homes were completed in 2022/23 and which will be fully complete early in 2023/24.

In terms of operational performance, most areas achieved the targets for the year set by the Board and I am pleased to be able to report that overall tenants satisfaction has been increasing over the year, and now stands at 83% (2022: 79%) against a target of 80%. However, a few areas did not achieve target, for

example satisfaction with the landlord's approach to handing complaints, which at 47% was well below our target of 80%. We have renewed our focus in this area as an organisation, emphasising the importance of how we address complaints. This is part of a wider piece of work linked to our 'tone of voice' as an organisation in which we seek to ensure consistency across all our means of communicating, particular with tenants. We will continue to invest in additional resources in this area to ensure our tenants are aware of what we offer, are clear how to access services, and know how to contact us if they need to follow anything up.

My final comment is to simply say thank you to the staff team for the dedication they have shown over the last year – what you do and how you do it matters – thanks for caring. And thank you the reader for showing an interest in Leeds Federated. I hope you enjoy the Annual Report.

Matthew Walker
Chief Executive



**Building new
affordable
homes in
places we
haven't
before**

The last year has been a very exciting one for the Leeds Federated Development team. For the first time, we now have homes in the Kirklees district and we have also built homes in parts of North Yorkshire which have a longstanding shortage of affordable homes.



Our new homes

During 2022/23 we delivered 85 new affordable homes for rent and sale, including:

- 52 homes for rent – 32 for affordable rent and 20 for social rent
- 33 homes for shared ownership

Although costs of building materials, labour and other things have all gone up, we are continuing our building programme to give people good quality, affordable homes across Yorkshire.



Langley Grange, Scissett

Langley Grange Farm Our new homes in Scissett, Kirklees

We delivered our first homes in Kirklees during 2022/23 at Langley Grange Farm, Scissett. We have many more schemes in the pipeline that will see Leeds Federated helping to significantly increase the number of affordable homes for rent and sale within the district of Kirklees.



Pemberton Road, Wakefield

Pemberton Road, **Castleford, Wakefield**

We took the first handovers in 2022/23 of new affordable homes on our Pemberton Road scheme in Castleford. The overall scheme is building 82 new affordable homes for rent and sale, and we are building 39 for Wakefield District Housing and 43 for Leeds Federated. The scheme will be fully completed by mid-2023/24.

All 85 of our new homes built during 2022/23 have good levels of energy efficiency and we are working to make sure all our homes, older and new, are as energy efficient for tenants as they can be. The more energy efficient they are, the cheaper they are for tenants to run and homes will be less likely to suffer from condensation and damp and mould.



What's happening this year and next?

We are hoping to increase the number of new homes for sale or rent including:

- 91 homes for rent – 29 for affordable rent and 62 for social rent
- 48 homes for shared ownership

We will complete the conversion of our old offices at Arthington House into 22, 1 and 2 bed apartments for social rent.

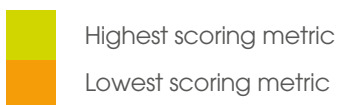
We have started to take handover of our new affordable homes for rent and sale at Tockwith, North Yorkshire.



Tenant satisfaction with new homes

Satisfaction scorecard 22/23

Satisfaction metric	All lettings (226 surveys)	Re-let properties ONLY (171 surveys)	New builds ONLY (55 surveys)
Standard of property	88.53%	85.50%	98.15%
Cleanliness of property	88.66%	85.88%	97.50%
Info provided at sign-up	93.58%	92.04%	98.96%
Staff keeping you up to date	94.08%	92.79%	98.54%
The property overall	91.35%	89.29%	98.14%



Satisfaction metrics for 22/23 year (based on tenants giving scores out of 10)
Please note: Not all tenants gave a score for every metric

The Development Team will be developing its tenant satisfaction feedback further in 2023/24.

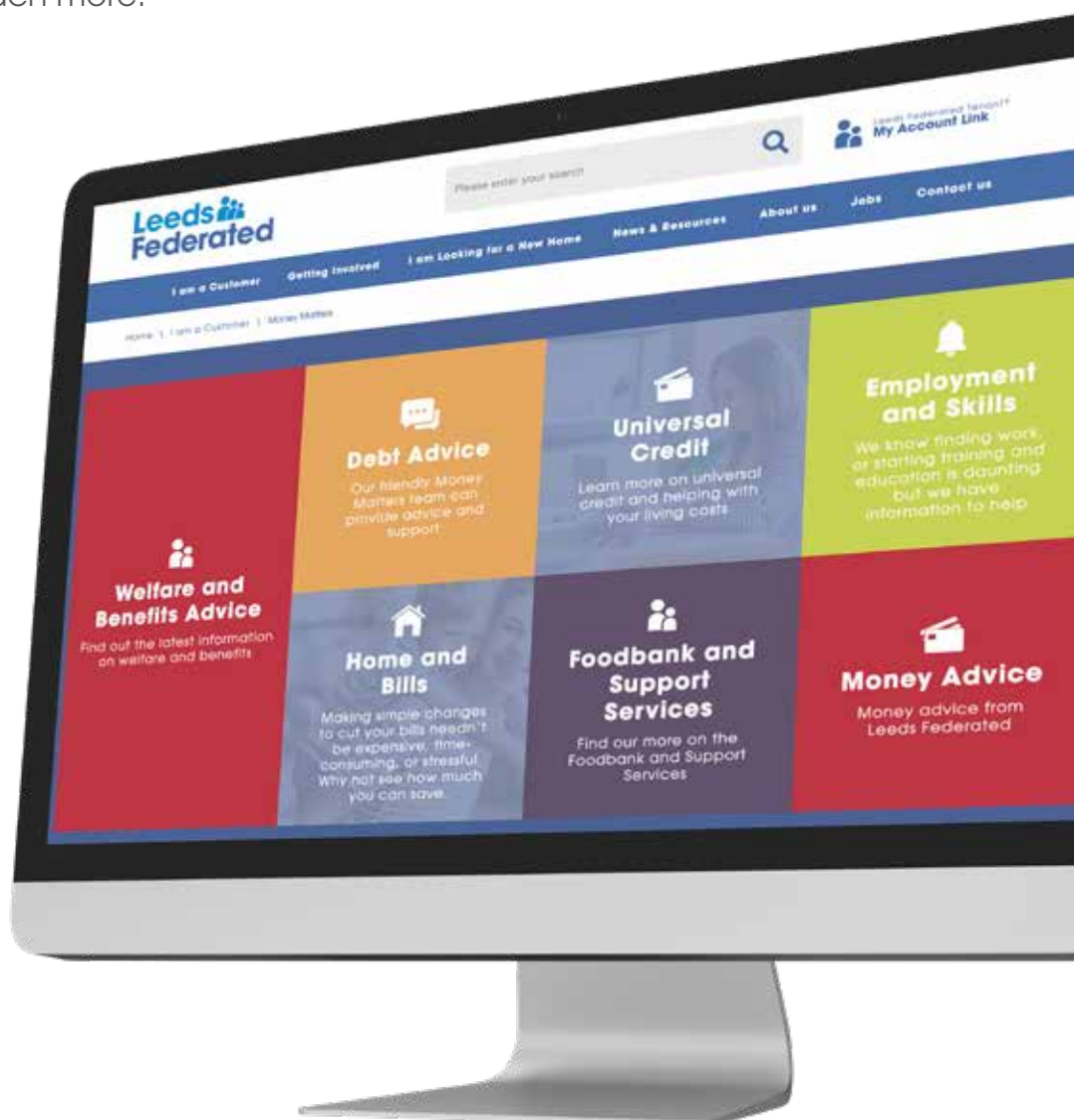
Helping people in a cost of living crisis

We all know how much prices have gone up over the last couple of years. Fuel bills, food shopping costs and many other things have become more expensive.

As people's income has been squeezed, Leeds Federated's Money Matters and Financial Inclusion team have been working with tenants to help them in these difficult times. We added a Money Matters section to the website **Money Matters (lfha.co.uk)** to point people in the right direction for advice on all sorts of things like reducing bills, benefits advice and much more.

The team provide a free, confidential service to tenants who need it. Over the last year, the team have had over 580 people referred to them for financial help and advice and have been able to get over £664,000 extra income for tenants who might not have known they could get extra benefits, for example.

Simple but effective changes to how people pay for their fuel with fuel vouchers and turning down thermostats on boilers have saved our tenants money.



How Leeds Federated has been dealing with damp and mould in homes

Following the tragic case of Awaab Ishak, the little boy who died in Rochdale in a home with severe mould problems, Leeds Fed and other social housing providers have been working to make sure tenants are safe within their homes and that any damp and mould problems are dealt with as quickly and efficiently as possible.

As the cost of heating homes has increased so much over the last eighteen months, more instances of damp and mould have been reported. If homes aren't heated adequately, condensation can build up in the home, leading to damp and mould.

What changes have Leeds Fed made to help tenants fight damp and mould?

- We've introduced a new way of working that means all instances of damp and mould reported by tenants are seen, even if staff have difficulty getting access to homes or if visits are cancelled.
- We've updated information about how to deal with condensation, damp and mould and a leaflet has been sent out to tenants. The leaflet is also on the Leeds Fed website: [Condensation-Leaflet-January-2022.pdf](#) (lfha.co.uk) and we have updated information together with a video which has also been uploaded onto our website: [Maintenance Videos - Leeds Federated Housing Association](#) (lfha.co.uk)

- We now have a dedicated surveyor who just deals with damp and mould problems. They can check if work that is done on homes meets the right standards. We will use information from visits and calls to help tenants so that the problem doesn't keep happening in their home.
- We've been doing lots of training with our team - both the technical team and staff who visit for other reasons (like housing officers and income officers).
- We're working with 4 specialist contractors as well as our day to day contractor Equans to help solve condensation problems in homes. In the last financial year we did nearly 600 surveys and 600 jobs and spent £250,000 on damp works. We know this is an ongoing problem for our tenants and have allocated £300,000 for this financial year to help reduce the damp and mould problems some people have in their homes.



Tenant focus: Our commitments 2022 - 2023

In 2022 we updated our commitment to being tenant focussed and to deliver quality affordable services that put tenants at the heart of what we do and officially adopted The Together with Tenants charter.

We also responded to the new regulations and updated our tenant perception survey ready for new measures that the Regulator of Social Housing (RSH) introduced this year called the Tenant Satisfaction Measures (TSMs). Here is how we met our commitments.

We committed to:

- Give a great tenant experience.
- Provide a quality home that is safe and secure.
- Offer value for money.
- Engage, listen and learn.
- Be accountable, open and transparent.
- Be welcoming and respectful to all.

We explained how we will show you this and how you will know. **Here are the key results:**



83.3%

of tenants are satisfied with our overall services
(2021/2022: 78.9%)



Over **80%**

find Leeds Federated easy to deal with
(2021/2022: 76.9%)



89%*

feel that their home is safe and secure



84%*

feel that their home is well maintained



85%

think that their rent is good value for money
(2021/2022: 77.7%)



92%*

agree that their landlord treats tenants fairly and with respect



Over **79%**

feel we listen to tenants' views
(2021/2022: 62.4%)



52.5%

of tenants are satisfied with how we deal with their complaints
(2021/2022: 57.6%)

Annual report complaints performance during 2022/23

Complaints provide valuable insights and create opportunities to improve tenant experience. Listening and acting on

feedback is vital to continuously improve our service offer as well as bring about opportunities to transform how we do things.

The learning from our complaints can be found in summary on our website under “You said, We did” You said we did (lfha.co.uk).

We will produce a more detailed report on how we are developing and learning from tenant insight in 2023/2024.

Last year, we received 262 complaints during 22/23. 244 complaints were resolved at Stage 1 with an average of 9 days which is within our target. We identified 106 learning opportunities from these complaints.

18 complaints were escalated to Stage 2 which were resolved at this stage and saw a

further 13 learning opportunities identified. £4758.39 was paid out in compensation throughout the year to our tenants.

As part of the new Housing Ombudsman complaint handling code which came into effect in April 2022, Landlords are required to carry out a self-assessment against the code annually. A copy of our assessment was carried out in April 22 and the latest review carried out in April 2023 can be found here [FINAL-Leeds-Fed-Self-Assessment_2023.pdf \(lfha.co.uk\)](#).



Our Challenger Panel is growing

Over the last twelve months three new tenants joined the Challenger Panel. As a group and individually they have undertaken skills training, joined in consultation activities with tenants from other landlords to help share best practice and inform how services should develop for the future and reviewed Leeds Federated performance and tenant feedback to help us be more accountable to tenants.

They play a key role in developing the ‘tone of voice’ written guidelines to help improve how we communicate in letters and emails to all tenants.

With independent support from the Tenant Participatory Advisory Service (TPAS) and working with the members of the tenant engagement team they are updating ‘ways of working’ to help ensure;

- tenant feedback and experiences are taken into account.
- the panel works well together as a group.
- that there will be effective links with staff and managers as well as with the committees and boards, making it more manageable for tenants to input and join in, emphasising what is important from a tenant perspective.
- they can collaborate with staff and run tenant led service reviews.

The panel now meet monthly and very much want to welcome and encourage others to join in.

As Debra explains there are benefits for both tenants who get actively involved as well as tenants as a result of their impact.

“On joining the Challenger Panel I didn’t exactly know what to expect as I was simply hoping to be of use in offering my thoughts and contributing to some feedback around how Leeds Federated is performing. However, what I have gained so far is more than a sense of being helpful. I have had an opportunity, through exceptional training, to really appreciate the work that goes on behind the scenes of an organisation like Leeds Federated. Learned how Leeds Federated are, in my opinion, fully embracing tenant views and feedback and just how keen they are to get things right for each tenant. The training has opened my eyes to just how important having tenant representation feeding into scrutiny of the organisation and the value of constructive suggestions and ideas can help to shape Leeds Federated for current and future tenants. I am sure that I have gained far more than I have offered, but all Members of the Panel are valued and respected and afforded plenty of opportunities to have a say.”





Our financial performance



Financials for 2022/2023 Annual Plan

	2022/23	2021/22	
Surplus for the financial year	£3.8m	£5.2m	
Comprehensive Income	£2.9m	£6.4m	
Pension obligations included	(£0.9m)	£1.2m	
Arrears	5.60%	4.60%	
Social Housing Cost per Unit (CPU)	£4,117	£3,882	The regional median is £4,150
Development cost of new homes	5.8m	6.2m	
Number of homes completed	85	70	
Of those homes, affordable rent	52	51	
Shared ownership	33	19	
Of the 'affordable rent' no. at social rent level	20	19	

The financial result for Leeds Federated is still strong and we ended the 2022/23 financial year with a healthy comprehensive income of £2.9m.

This was less than the £6.4m achieved in 2021/22, but there was £0.9m of extra cost this year from the way we have to account for pensions, compared to £1.2m income in 2021/22. The surplus before the pension adjustment is less than last year mainly because costs have increased.



£4,117

Social Housing Cost Per Unit

Social Housing Cost Per Unit (CPU) for 2022/23 was £4,117, an increase from £3,882 in 2021/22. This is close to the sector median social housing CPU of £4,150.



£3.7M

on replacement parts

We spent £3.7m on replacement parts in 2022/23 (compared to £3.2m in 2021/22), these include roofs, windows, kitchens and bathrooms as well as boilers and insulation.

Our 5 Year Corporate Plan

2022/23 was the second 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 tenants.

We are continuing to increase our investment in tenant 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 tenant needs and priorities.



This year we completed 85 new affordable homes (52 affordable rent and 33 shared ownership) – of the 52 affordable rent, 20 were at social rent levels. This development cost £5.8m with a further £13.6m spent on homes under construction still to be completed.

For more information about our financial performance, please see our [Financial Report and Accounts](#)

www.lfha.co.uk/resources/documents-and-downloads/

Our EDI policy: making sure we represent our tenant base

Our Equality, Diversity and Inclusion Policy sets the following targets:

- For staff and our Board to be broadly representative of the tenant base we serve
- For our tenants base to be broadly representative of the communities where their homes are situated
- We will measure tenant satisfaction to ensure there is no marked differential between tenant groups

To support delivery of the targets set in the policy we have:

- Reported our tenant, staff and Board profile information to our Operations Committee and to our Board
- Compared and reported our tenant profile with the general population of Leeds
- Compared overall satisfaction with our service across different demographics
- Trialled different job boards to attract a wider pool of candidates
- Set up staff surveys to more easily report on satisfaction differences between different protected characteristics

The reports and comparisons have identified:

- Ethnicity – those of a Black / Black British: African ethnicity make up the second highest proportion of our tenant base yet this ethnicity is significantly underrepresented among the staff team
- Sex – Almost two-thirds of our tenants are female, which is higher than the general population. However females make up just one-third of our Board
- Age – those aged 35 – 44 have the highest level of dissatisfaction with Leeds Fed's services
- Disability – A significant proportion of tenants have difficulties with day to day tasks, getting around the home or mental health conditions which are under represented within our staff team
- Religion – one in ten of our tenants is Muslim while a far smaller proportion of our staff are

What we are doing next:

- Ensuring the data available is live and used in conjunction with other information to help shape services
- Undertaking and reviewing our perception surveys by protected characteristics
- Continuing to review recruitment options to ensure as wide a range of candidates are attracted to positions within the organisation at all levels
- Prompting discussions with the Challenger Panel on the impact of service delivery

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