



***Building futures together***

**2016 – 2021 Corporate Plan Summary**

***Sustain, Innovate, Grow***

**Year 5 – 2020-2021**

**Leeds Federated Housing Association**

# **Corporate Plan 2016-2021**

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# **Leeds Federated Housing Association**

## **Corporate Plan 2016-2021**

### **1. Introduction**

- 1.1 The provision of a house which people want to make their home makes a huge difference to people's lives. Leeds Fed has focused on doing just that for over 45 years, and this Corporate Plan sets out how we will continue doing so over this 5 year period.
- 1.2 The operating context for housing has changed considerably over the last few years. Our challenge as an organisation is to continue to grow within that context, providing a good standard of service and more houses for future customers to move into.

### **2. Changing times – the operating context**

- 2.1 Throughout its existence, Leeds Fed's primary focus has been the delivery and management of affordable housing for rent. Over the years other services have been added, including supported housing across a range of support needs, a small portfolio of student and market rented property and the delivery of a number of different home ownership models.
- 2.2 When considering our service there is an over-riding drive to make the best use of the resources available to meet our objectives. In keeping with that approach, the 2016-21 Corporate Plan has shifted the emphasis towards an increase in development. This is in part because of our capacity to build more homes and in part because of our commitment to respond to the housing crisis.
- 2.3 During 2019-20 the organisation focused on the priorities set by the Board in March 2019. In summary this involved delivering our increased development programme and continuing to deliver Vision21. Whilst the formal structures around Vision21 will conclude during 2020/21, the Association will continue to change and improve, albeit at a much reduced scale. Work will also commence during 2020-21 on planning for the next 5 Year Corporate Plan starting in April 2021.

### **3. Mission**

3.1 *Mission* describes the reason an organisation exists. The reason Leeds Fed exists is:

*'To enable the maximum number of people to access and live sustainably in good value, affordable housing.'*

3.2 Within our mission we will seek to maximize the value of our service. There are three perspectives to this:

- **Customers** – Good value, clearly defined housing products and services that are designed to deliver at low cost the requirements that customers have identified as being important to them.
- **Our Business** – Ensuring our organisation works to deliver the mission, with a resolute focus on maximising efficiency, eliminating waste and non-productive activity. Our approach will be clearly defined and carried out using well established business principles.
- **The Housing Sector** – Performing strongly in comparison to our peers, delivering more than the majority of our peers while maintaining lower costs.

## 4. Vision

4.1 Vision describes what we will achieve over the long term. Our vision statement is:

*Building futures together*

- The vision statement reflects our aim to grow through *building more homes*.
- 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.

## 5. Goals

5.1 The vision of Leeds Fed can be broken down into 3 goals, which set out how we will work towards achieving the vision of the life of the Corporate Plan:

### 5.1.1 Goal 1 - Sustain

- Provide good quality homes that people want to live in – our properties will be well maintained to a standard which makes us an attractive landlord for existing and prospective customers.
- Provide quality services at an affordable cost – we will balance the quality of the service with the cost of providing that service to ensure customers can sustain their tenancies and recognise both their rights and

responsibilities as tenants. Where appropriate such services will extend to the wider neighbourhood.

- Maintain a healthy business in terms of its finances, expertise and governance – we will remain viable by managing our cash flow and budgets, will ensure that staff are competent to do their jobs, and ensure that the necessary skills exist around the Board table to govern the association well.
- Continue to involve customers in the business where appropriate to ensure our services remain relevant and continue to offer value for money.

#### 5.1.2 Goal 2 - Innovate

- Make best use of technology to improve the efficiency and effectiveness of services – we will use existing and develop new technology where necessary to support service delivery
- Find ways to work smarter – we will review how services are delivered and find ways to achieve the same or better ends for reduced or the same cost.
- Adapt to change in our business and operating environment to remain competitive – as the operating context changes we will adapt our plans to ensure our products and services remain attractive to customers. Part of this area will involve our pro-active approach to asset management and the potential disposal/rationalisation of some properties.

#### 5.1.3 Goal 3 - Grow

- Expand our delivery of good quality homes – we will use our borrowing capacity to increase the amount of development undertaken, delivering 150 new homes per year over the life of this Corporate Plan and the next 25 years plans equaling a total of 2,250 new homes over a 15 year period.
- Grow our capacity, skills and influence to support the business – staff will be given opportunity to develop to enable them to better fulfill their responsibilities. We will engage in partnership working at a local, regional and where appropriate national level to further the organisations interests with others sharing a common objective.

### **6. Vision 21**

- 6.1 The Vision 21 Project is looking at the way the association's staff team works, the relationship we have with customers and the services offered to those customers. It is also developing the use of technology to improve the efficiency with which services are delivered. Throughout Vision 21 we have communicated with customers and other stakeholders to ensure people are aware of any changes and re-assured we are remaining true to our mission, vision and values.

### **7. Strategies**

- 7.1 The 3 organisational goals have been used to form three strategies. Each strategy sets out the core outcomes we are looking to deliver, and the measures by which we will demonstrate progress towards achieving those outcomes. The strategies also set out how Vision 21 will contribute to the delivery of each strategy, setting out the challenges we face and outcomes we are seeking from each project.

## 8. Values

- 8.1 The Association's three 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.

## 9. Governance & Risk Management

- 9.1 This Corporate Plan is owned by the Board and they monitor its progress over the course of the year, including progress with Vision 21. Where necessary, in particular linked to key changes in the business or new areas of growth or activity, the Board will consider matters in more detail through the appropriate Committee or sub groups.

As part of the Board's strategic role, the Association's plans and activities will be tested to ensure that its assumptions are sufficiently robust. Such sensitivity analysis 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.

The Board will 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 accepting 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.

## 10. Balanced Scorecard

- 10.1 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.

## **11. Annual Budget and Business Plan**

- 11.1 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 is undertaken as part of the annual review cycle to ensure that our financial viability is maintained if our operating context changes. 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.

## **12. COVID-19**

- 12.1 COVID-19 is affecting everything the Association does. Our priorities are to**

- i) Ensure staff and customer safety,**
- ii) Ensure the Associations landlord responsibilities are fulfilled**
- iii) Minimise the impact on our business objectives.**

- 12.2 The Board will continue to monitor the impact of COVID-19 during the year and update the Corporate Plan accordingly as the Association deals with the situation.**

## **12. Conclusion**

- 12.1 Since its inception in 1975 Leeds Fed has always provided housing management services and developed new housing. Building more homes without losing the focus on day to day services and performance, and at the same time constantly exploring ways to do things better, has become the norm. We are maximising the number of people who can access our homes, and in so doing *building futures together*.

