

# Building Futures Together



2021 – 2026 Corporate Plan  
Year 3 – 2023-2024



# Introduction from the Chair and Chief Executive

## Another new year, another Corporate Plan. But this time things have changed.

The world we live in is different, and our customers have been disproportionately affected. The cost-of-living crisis, in particular energy costs, have made life difficult for our customers in ways we have never seen before. Our ability to help has been reduced through those same pressures, yet our determination to do what we can to help is as strong as ever.

Leeds Fed exists to help people find an affordable home to own or rent where they are not able to do so on the open market. That's our social purpose, and our commitment to it is unwavering. We've been working to that end since we were formed 49 years ago – the last 12 months have been no different as we strive to make our corporate vision our customers reality.

We are determined to make sure our customers' homes remain at the standard we have set. We spent £3.5M over the last year investing in homes replacing bathrooms, kitchens, boilers and windows and doors.

Damp and mould have come under the



spotlight across the sector with some frankly unacceptable examples of poor housing, and the tragic death of a child in Rochdale. As a Board and Management Team we have been impacted by both and have re-doubled our efforts as Leeds Fed to both identify and then play our part in addressing damp or mould wherever it occurs. That has involved regular communication with our customers about the causes of damp, and what both they and we can do about it when it arises.

We are committed to improving the thermal efficiency of homes to reduce fuel bills for our customers. A plan committing £20m between now and 2030 has started, with the first £3m to be spent in 2023/24, and a further £3m planned in 2024/25.

Alongside maintaining existing properties,



we have also been building as many new homes as our capacity reasonably allows. Over the last year we've built 70 homes, 42 for rent and 28 for shared ownership. One of our new customers said "Thank you so much, you've actually changed our lives for the better, feels like a dream. We will make it a lovely home and look after it" and that sums up what we are trying to achieve.

Listening to what our customers tell us is of paramount importance – they're the reason we are here. Satisfaction data and other feedback is analysed to make sure we understand what we do well, and where we can improve. Over the year, we have been listening to feedback and making improvements, for example by improving our website so that customers can more easily find out which teams and individuals are responsible for delivering services in their neighbourhood. Overall customer satisfaction for the year to date is 78%.

This whole area, as part of a wider communication drive, will remain a priority into 2023/24.

We can't address all the challenges that arise for our customers in an increasingly turbulent world. What we can do is provide

a safe, secure, and affordable home from which they can build their lives, and we will do it working together with customers, staff and other stakeholders.

You might say we are **building futures together.**

**Kim Brear**  
Chair

**Matthew Walker**  
Chief Executive

**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.**

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

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## **Building Futures Together**

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- 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 in the communities where our customers live.

**And our values:**

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## **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 Fed has three goals, each of which is set out in its own strategy:

**Sustain** (agile deliverer)

**Engage** (community enabler)

**Grow** (opportunity maximiser)









**strategy**

# Sustain

(Agile deliverer)

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## The sustain strategy has 3 goals:

- **Goal 1** - Provide quality services at an affordable cost

We are focused on ensuring that we respond effectively to our customers' needs, and anticipate them wherever possible. We are making better use of our data to understand how we can work more proactively to get better value from our resources.

- **Goal 2** - Provide good quality homes that people want to live in

Following investment in a new, comprehensive condition survey in 2021, we have a detailed and costed

investment programme to ensure that we are able to keep customers' homes in good condition and meet energy performance targets. Working with customers, we have developed a new Asset Management Plan which sets our out approach to this. Our new developments meet high standards of quality and performance.

- **Goal 3** - Maintain a healthy business in terms of its finances, expertise and governance

We will optimize the use of resources to balance both achieving our goals and maintaining our financial viability.

## Performance against target for 2022/23, and targets for 2023/24

Performance measure	Target 2022/23 *	Performance year to date 2022/23 (**)	Target 2023/24 *
Customer satisfaction that the landlord makes a positive contribution to neighborhoods (***)	80%	83.9%	80%
Customer satisfaction with value for money of rent	81%	82.4%	80%
Customer satisfaction with the landlord's approach to handling anti-social behavior (***)	80%	80.2%	80%
Customer satisfaction with repairs service	80%	81%	85%
Customer satisfaction with the landlord's approach to handling complaints (new measure for 23/24)	–	–	70%
Void loss (22/23 figures up to Jan 23)	£254k	£249k	£354k
Gas services completed on time	100%	99.6%(****)	100%
Operating margin – overall %	20.5%	24.6%	15.7%
Social Housing Cost per unit (22/23 figures up to Dec 22)	£3,111	£2,910	£5,100
Bad debts (22/23 figures up to Jan 23)	£286k	£165k	£366k

\* - Target is either annual figure or where appropriate comparable year to date figure for actual performance

\*\* - year to date figures latest available performance at the time of going to print

\*\*\* - these are new measures for 23/24, introduced and being tested from Q3 22/23 with nominal 80% targets.

\*\*\*\* - all gas services not completed on time are compliant with our procedures to negotiate access with customers

**strategy**

# Engage

**(Community  
Enabler)**

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## The engage strategy comprises 5 goals:

- **Goal 1** - Attract, retain and develop a healthy, effective, and diverse staff team that engages with the organisation.

Leeds Fed uses the HSE Health and Wellbeing survey to get feedback from staff about being an employee at Leeds Fed. In 2022, the results showed as all green, which represents 'better than or equal to the 80th percentile of the national data. The survey takes place annually.

- **Goal 2** - Engage with customers, listening and learning from them.

The Association has been an early adopter of the National Housing Federation Together with Tenants Charter, which was designed to address many of the challenges and concerns raised in the Social Housing White Paper. Our established Customer Engagement Team leads our conversations with customers, and conducts in-depth analysis of satisfaction, complaints, and other data to help us demonstrate improvement.

- **Goal 5** - Demonstrate value for money to our customers.

- **Goal 3** - Maintain a highly satisfied customer base and staff team.

We use a Culture Index which comprises questions formulated by staff to linked to the 10 things most important to them relating to their working life. Over the year the average score across all questions improved from 8.07/10 to 8.38/10. The Culture Index is measured every 2 months.

- **Goal 4** - Collaborate with stakeholders to achieve the best outcome for the business and customers.

Our membership of the West Yorkshire Housing Partnership has led to multiple examples of a partnership approach to areas of common interest with the Local Authorities in which we work, both at a local and regional level.

Our engagement with PlaceShapers has also provided opportunity to learn from other PlaceShapers organisations across the country and have Leeds Fed's voice heard across an array of national housing issues.

Performance measure	Target 2022/23 (*)	Performance YTD 2022/23 (**)	Target 2023/24
Overall customer satisfaction	80%	78.1%	80%
Customer satisfaction that we keep tenants informed about things that matter	80%	83.8%	80%
Customer satisfaction with VfM of rent	81%	82.4%	80%
Customer satisfaction with VfM of service charges	70%	70.3%	70%

\* - Target is either annual figure or where appropriate comparable year to date figure for actual performance

\*\* - year to date figures latest available performance at the time of going to print

**strategy**

# Grow

(Opportunity Maximiser)

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## The grow strategy has 3 goals:

- **Goal 1** - We will take a strategic and sustainable approach to our growth.

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 (planned)
<b>Completions</b>	155	171	157	82	70	70	128

- **Goal 2** - We will focus on meeting the needs of current and future customers.

We will be innovative and creative when specifying our own developments, aiming to set the standard for design and quality in our region, both for homes and for neighbourhoods. Where appropriate, we will use modern methods of construction.

- **Goal 3** - We will deliver value for money in our growth programme

We will demonstrate value for money by monitoring the performance of our development schemes and measuring customer satisfaction with our homes.



# Governance

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

The Board will also consider the risks associated with Leeds Fed's activities. This involves setting the risk appetite for different aspects of what we do, and ensuring appropriate controls are in place to remain within the appetite set. Given the very challenging operating environment in which we work, Board have and will continue review key risks at every meeting.

## Communication

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Board has re-affirmed communication with customers as a priority, and as such we will be increasing the variety and frequency of contact with customers both to inform them of the services we offer and seek feedback on how those services are delivered.

## Projects

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In addition to 'business as usual' the association has several additional projects planned for 2023/24. Some of these are IT related, one relates to communication specifically to improve and make more consistent our 'tone' when communicating with customers, and another centres around expanding our financial inclusion capacity. All the projects are aimed at improving the services we deliver to customers.

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