



***Building futures together***

**2021 – 2026 Corporate Plan Summary**

***Sustain, Engage, Grow***

**Year 1 – 2021-2026**

# **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 The operating context for housing has changed from time to time through the years. But nothing like the scale of change we have had to work through over the last 12 months with Covid-19. The world has changed, our operating environment has changed, but the social purpose remains the same.
- 1.3 This Corporate Plan sets out how Leeds Fed will deliver its priorities over the next 5 years, in the midst of coming out of lockdown, keeping customers central, and ensuring we continue to achieve all our objectives.

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

- 2.1 Over the last 5 years, Leeds Fed has focussed on improving our efficiency and effectiveness as a Housing Association. The Vision 21 project incorporated all aspects of the business, and formally ended in 2020. The changes we have introduced so far have reduced costs, improved access to services and enabled us to do more of the things that customers value. Further changes to be delivered in 2021 will build on the progress made to date. It has also improved our financial viability to set us up well for the investments we are looking to make over the next 5 years.
- 2.2 Board has been discussing the new Corporate Plan for 12 months, and there are some clear priorities:
  - Continuing to develop new properties for customers to rent or buy in a way which is both stretching yet sustainable over the longer term
  - A focus on the green agenda to recognise the national drive to achieve EPC level C by 2030 as part of a bigger exercise towards zero carbon by 2050.
  - An increased focus on the customer voice to ensure that our customers are firmly placed at the centre of what Leeds Fed does and their voice has influence over what we do.
  - Support for tenancy sustainability across the housing portfolio, aimed at helping our customers remain in their homes where they wish to do so.

- 2.3 The way all Housing Associations operate has changed as a result of Covid-19, and in keeping with everyone else Leeds Fed has kept the safety of its customers and staff paramount throughout. As the world returns to a 'new normal' over the next 12 months, we will remain flexible and agile in how we deliver services, with a view to providing all services as soon as reasonable possible, albeit of course following an appropriate safe systems of working.

### 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 four 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 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.

## **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 is a new 5 year Corporate Plan. It summarises an updated set of priorities, within a changed operating environment, yet reinforces the message that our social purpose remains unchanged. The next chapter is about to begin.