

# Asset Management Plan

---

2023 - 2030

Leeds   
Federated



**Our mission is to enable  
the maximum number  
of people to access and  
live sustainably in good  
value, affordable housing.**

**Leeds   
Federated**

# Contents

---

## This is an interactive PDF

Click on a page number to be taken directly to that section.

**4**

Background

**5**

Our approach

**7**

A new Leeds Federated  
Homes Standard

**8**

Supporting our  
corporate objectives

**9**

Golden thread of asset data

**10**

Data standards

**11**

Asset management systems

**12**

Building safety

**13**

Responsive repairs

**14**

Empty homes

**15**

Customers

**16**

Aids and adaptations

**17**

Evolution

**18**

Energy efficiency,  
Leeds Federated going green

**19**

Our journey to net zero carbon

**20**

Investment

**21**

Delivery

**22**

Development of new homes

**23**

Community spaces

**24**

Glossary

**26**

Appendix

27 Stock profile

28 Planned maintenance

# Introduction and background

**Leeds Federated is a housing association with around 4,300 properties across Leeds, Wakefield and North Yorkshire. Our mission is to enable the maximum number of people to access and live sustainably in good value, affordable housing.**

Over the last 40 years stock has been acquired or developed, creating a wide variety of accommodation types, locations, and standards. This ranges from the older pre 1919 areas of Leeds, predominantly in inner city areas, to high quality modern homes in suburban locations and dispersed units in semi-rural areas. The stock can be divided into two main categories 1) new build properties and 2) older stock. The new build properties were generally built in the last 30 years and older properties between 1870 and 1930. A great majority of the older properties had modernisation work carried out approximately 30 years ago.

## **Our future focus:**

**To ensure we maintain our properties to meet customer needs whilst also securing the long-term sustainability of our assets. We will carry out maintenance and capital investment programmes that deliver demonstrable value for money.**





# Our approach

**This plan sets out the guiding principles for the direction that Leeds Federated will follow to ensure that our properties meet the needs and standards required now and in the future.**

Activities carried out will ensure that the quality of Leeds Federated properties are kept up to standard. The standard we set is appropriate and up to date, and considers a changing economic, legislative and competitive environment. Our standards will encompass the assessment of the long-term viability of properties and present opportunities to consider and pursue other means by which Leeds Federated will protect or dispose of properties that are not viable to retain in their current form.

**The Asset Management Plan supports our vision of 'Building Futures Together' and is aligned primarily with the strategic objective 'Sustain'.**

The traditional approach to asset management is one of maintaining stock to a universal agreed standard and ensuring that this meets with the approval of customers, the regulator and other stakeholders. This has been superseded by a more dynamic way of managing assets, in which the composition of the portfolio and the targeting of investment are shaped in a way that is designed to maximise the return on those assets.

This commercial focus enables us to invest more in the development of new homes. We will meet current needs and be better placed to ensure the long-term sustainability of existing housing which delivers social benefit to communities as well as good value to customers.

## **The change in emphasis is driven by several factors:**

- A clear regulatory expectation that providers should understand the relative economic performance of assets and be prepared to act on this information in the interests of the business.
- Changes to public policy, such as welfare reforms, which are changing the profile of demand for different types of social housing.
- Changing customer expectations generally, in relation to accommodation design and type.
- Reduced scope for Leeds Federated and its partners to make large scale interventions to improve neighbourhoods, because of policy and funding challenges.



## Leeds Federated follows a set of standards for asset management:

- Ensure a robust, customer focussed and cost-effective approach to maintenance, planned replacements and improvements. Delivering value for customers and for the business.
- Properties will meet the Decent Homes Standard and all applicable statutory requirements.
- Use Aspire BI to calculate the viability of homes, encompassing metrics from Net Present Value to Strategic Value. This enables performance comparisons and allows us to see when an asset, or groups of assets, are not being used in an optimal manner.
- Investment will be directed not only where it prolongs the useful life of the property and ensures the Decent Homes Standard is met, but also where that investment can be shown to be viable in the long term.
- Option appraisals will be undertaken in the case of stock that is either loss making, of marginal viability, or where the opportunity cost of continuing to manage it in the same way is otherwise unacceptably high. The option appraisal process will consider

a range of alternatives, however where disposal is agreed the proceeds will be used to support investment elsewhere.

- Asset management budget requirements will be reflected in budget planning and the future investment and divestment requirements will be considered in our business plan.

### Our aim is to achieve:

- **82% satisfaction with the quality of the home**
- **85% satisfaction with repairs**
- **100% of homes meeting EPC band C by 2030**
- **100% compliance with property health and safety standards**
- **100% of homes meeting Decent Homes Standard**

Review and set targets annually with the aim of being a high performing provider





# A new Leeds Federated Homes Standard

**We will continue to exceed the requirements of the current Decent Homes Standard and replace components within their useful lifespan. This will be achieved by continually reviewing our approach to component lifecycles ensuring our customers have a quality home.**

Our capital investment will deliver essential programmes for renewal of key components. Including kitchens, bathrooms, windows, roofs and boilers.

**By 2025, with input from our customers, we will have agreed a new Leeds Federated Standard. It will incorporate any upcoming changes from the new Decent Homes Standard 2, to ensure we meet all our requirements.**

When sending communications to customers about our future investment programmes, we will include key information about updates to components that customers interact with in their homes (such as new heating systems).



## By 2025:

- Agree a new Leeds Federated Homes Standard by 2025
- We will continue to exceed the requirements of the current decent homes standard



# Supporting our corporate objectives

The Asset Management Plan is contributing to the delivery of our three corporate objectives.



## 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

- 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



# Golden thread of asset data

**Maintaining accurate and comprehensive stock data is underpinning informed decision making for the delivery of our Asset Management Plan.**

We commissioned Savills to undertake a stock condition survey and EPC of our stock. We gained access to 84% of our properties, and at present customers in the harder to access properties are answering surveys to give us an excellent base line for future investment. This information has been imported into our new Asset Management System: Aspree, which will help us develop our asset strategies, measure our compliance and administer contract management.



Adapted from the Institute of  
Asset Management

# Data standards

**Our Asprey system is linked to other systems and is therefore always up to date with new properties and any disposals that take place. We aim to refresh our asset component data at five year intervals via our stock condition programme, and the data will be updated automatically following planned works.**



Our stock condition programme captured data against the Decent Homes and Housing Health Safety Rating System (HHSRS) to inform our investment, compliance, and repair programmes and to ensure compliance with regulatory standards.

Our stock condition data and lifecycle assumptions will continue to be audited independently every two years. This will ensure the system is adequately configured and the data, the lifecycle, unit / component cost and other key assumptions are in line with industry best practice, remain robust and are fit for purpose.

To ensure we're equipped to adequately plan and understand the requirements to meet our sustainability targets, we will agree an additional set of energy standards. These include SAP, EPC, and carbon measurements. In the meantime, we continue to refresh our RDSAP data via the stock condition programme and EPC surveys. We use the Intelligent Energy system from SAVA to interrogate our energy data.

**We continue to proactively engage with sector experts to be abreast with best practice approaches.**



## By 2025:

- We'll have completed our new stock and block condition survey programmes and agreed new improvement works to support our energy efficiency programmes
- Agreed roadmap for AMS system upgrades integrated within wider systems architecture
- Implemented the new Aspire BI Appraisal Tool supporting the Investment programmes, programmes and stock rationalisation

# Asset management systems

**Over the last two years, we have introduced Asprey, a new asset management system (AMS). As part of this project, several legacy systems were retired and data was integrated into the new Asprey.**

## **Asprey incorporates:**

- Building safety
- Planning
- Energy data warehouse
- Links to Sava intelligent energy
- Delivery of planned works
- Contractor portals
- Reporting and insights
- Asset performance monitoring
- Decent homes calculations

The implementation of Asprey has had a significant positive impact relating to both the operational delivery and giving us confidence in our future investment forecasting.

## **Further benefits of the asset management system:**

- Future planning
- Identification of investment spikes
- Investment and divestment decision making
- Further integration of systems and data
- Reporting that allows active asset management abilities, keeps us in touch with our properties and ensures they are fit for purpose
- Direct interfaces with our suppliers are reducing administration and improvement in accuracy
- Implementation of our asset appraisal tool that looks at both the net present value and strategic value of our properties
- Assist in supplying data for regeneration





# Building safety

**The safety of our customers and people visiting their homes is a priority for Leeds Federated.**



Well-established regimes are in place for ensuring the safety of our homes and we will continue to manage, deliver, monitor and review these to drive excellent performance. Arrangements are in place to ensure we meet our duty as a landlord to guarantee the homes we provide are safe for people to live in. These arrangements include the essential requirements that need to be in position to meet statutory compliance with health and safety and other related legislation.

The Asset Management Plan outlines our approach to maintaining relevant safety standards for gas, electricity, asbestos, fire risk, water hygiene and lifts. For all areas we have appropriate policies in place which are reviewed and amended periodically to ensure they remain fit for purpose.

We participate in a peer group of similar housing providers to enable us to share best practice and explore ways of delivering new requirements around building safety as they emerge.

**Gas safety.** An annual gas safety programme will be delivered to all homes with a gas supply; to complement this we are delivering a carbon monoxide detector installation programme.

**Electrical safety testing.** All our homes are subject to a five year inspection programme. We are amending our specification for works resulting from inspections to keep up to date with changes in regulations.

**Asbestos management.** A register is maintained of all known asbestos, and we test for the presence of asbestos prior to any activities that might disturb such materials. An asbestos management plan is in place to deal with known asbestos.

**Water hygiene.** The risk of Legionella bacteria is assessed in all our water systems and arrangements are in place to monitor those locations that require checking following assessment findings.

**Lifts.** We service and maintain lifts in accordance with regulations.

**Fire safety.** We will continue to have up to date Fire Risk Assessments where required and will ensure the resulting actions of assessments are completed.

**HHSRS (Housing Health and Safety Rating System).** We will continue to correct any Hazards found that come under the HHSRS and ensure they are completed in a timely manner.

**We will identify further improvements in minimising the risk brought about by fire. This includes installing mains powered, interlinked smoke and heat detection throughout our homes through our five year Electrical Inspection Programme.**

An important development in our approach to building safety will be to provide more accessible information to customers and build further engagement with them. Our approach will provide improved ways for customers to raise safety concerns and will be a primary objective over the lifetime of the Asset Management Plan.



# Responsive repairs

**We are in a strong position with responsive repairs and maintenance, however the aim of our plan relating to repairs will be to support customers accessing our services, continue to target high customer satisfaction and focus on the quality of the repairs being delivered.**



- Measure customer satisfaction through a telephone survey by an independent body. Feedback is consistently reporting 90% are satisfied with how their repair was carried out.
- Continue to measure what customers find important, especially around appointments and getting it right first time. We will also increase quality checks.
- Work alongside the customer engagement team to increase participation, gather feedback and introduce mystery shopping.
- Ensure robust contracts are in place with trusted suppliers to maintain service quality and value for money.
- Increase and strengthen customer feedback as a mechanism to shape our service offer and to ensure innovation within the sector especially in the digital world.
- Understand that we can be more efficient. We will review the call handling processes and increase different forms of communications as well as scrutinising the way non-urgent repairs are delivered and potentially bring in different mechanisms to improve repeat visits.

## Future development of the service:

- Look at the feasibility of MOT style repairs system for non-urgent works
- Improve the customer journey, with any related process improvements being informed by customer scrutiny and genuine co-creation
- Refreshing our service standards to ensure they align with changing customer requirements
- Maximise opportunities from technological advances and simplifying processes to drive efficiencies
- Better interconnectivity between systems and improve the offer for customers via digital channels to raise and track repairs for the home
- Increase the qualitative measures to inform service delivery and value for money
- Review specifications to use within planned, empty home and reactive repairs used as replacements
- Re-procure the repairs and empty homes contract to start in April 2027

# Empty homes

**Leeds Federated has a lettable standard and all property that is offered to prospective tenants will reach this standard.**

**Integral to this standard we will, in completing works on our empty homes:**

- Continue to provide a lettable standard that exceeds the Decent Homes Standard.
- Complete a full electrical inspection condition report and wrap up any resulting works to make sure the electrical system is of a satisfactory standard.
- Assess and instruct any works required to eliminate significant avoidable and unnecessary hazards or risks including an appropriate fire detection and prevention system.

In collaboration with existing customers, we will review the lettable standard to ensure that it remains relevant, ensuring that we maximise value for money when it comes to preparing homes for new customers.



# Customers

**We have adopted the Together with Tenants Charter to show our commitment to collaborating with customers.**

We use the data we hold relating to the age and condition of the homes to support our commitment to deliver quality affordable services that put customers as a focus, at the heart of what we do.

## **We commit to:**

- Give a great customer experience.
- Provide a quality home that is safe and secure.
- Offer value for money; setting our service standards to a level that delivers this.
- Engage, listen and learn.
- Be accountable, open and transparent.
- Be welcoming and respectful to all.

We will monitor our commitments and report regularly to the Challenger Panel – a scrutiny group made up of customers – and our Operations Committee. We will keep customers informed through our e-newsletters and the Leeds Federated website, and we will provide updates on key plans in an annual report to customers.

**As part of our commitment to developing quality homes that are safe, secure and affordable, we updated our approach to customer engagement and influence in 2022. This ensures that the customer voice influences and informs the decisions made at every level of the organisation.**

A pool of opted in customers who are interested in working with us are used to gather feedback. We check what interests them and use different methods to listen to them, from one off surveys, to checking specifications and the choices of products we can offer.

We genuinely believe that our customers are best placed to understand and tell us about the issues affecting them, their family, their home and where they live.

They tell us what it is like to live in the homes we provide.

## **We will:**

- **Provide opportunities** for customers to share their experiences of living in a Leeds Federated home
- Offer a variety of options including **digital surveys** and **social media** to support customer scrutiny
- Supplement **customer experiences** by gathering further evidence from surveys and **performance data**
- Ask staff to record and share **customers' views and experiences** as expressed to them
- Collaborate with customers to **improve services** and work in communities
- Provide **honest, open and timely** feedback
- **Involve customers** in any changes



# Aids and adaptations

**To enable our tenants to live safely and independently in their homes we will continue to work with local authority partners to maximise grant funding.**

Considering Leeds Federated tenant population profile and service commitments, we will endeavour to improve facilities where works can be incorporated into planned works.

Whilst the installation of any equipment or adaptations is funded through grant funding, the cost of ongoing maintenance and replacement is covered by our tenants through rents and service charges. We are underway with our review to streamline our service charges to ensure we have sufficient provision for future maintenance and replacement whilst maintaining an affordable, fair and equitable approach for those adapted properties.

Data from the Asset Management System will help us to target stock for adaptations effectively, and we will have in place an escalation procedure regarding future adaptations.





# Evolution

**Leeds Federated own a varied portfolio of assets and it is inevitable that at some point those assets will reach the end of their useful life. We aspire to offer good quality homes that are socially as well as environmentally sustainable, however some property types may not support these aims as policy and customer needs evolve.**

Using software that calculates the Net Present Value (NPV) and Strategic Present Value (SPV) we can make an accurate judgement of which properties do not perform well. If they are unlikely to respond to additional investment, then a decision may be made to dispose of these properties.

Our recent stock condition and EPC surveys along with the new asset management system have helped identify which homes present the greatest challenges. This has informed updates to the business plan which reflect necessary or desirable disposals, and we can now model the effects of this alongside the development of new homes which enhance our overall portfolio.

Based on our data, we will continue to dispose of properties of the most problematic types as they become empty, based on an assessment of the following:

- Scale of baseline investment requirement to maintain decent homes compliance.
- Scale of additional investment requirement to achieve EPC 'C' by 2030.
- Feasibility of achieving net zero carbon through investment post-2030.
- Inherent defects or liabilities such as basement kitchens, which will require additional long-term investment and maintenance.
- The extent to which the design, layout and performance characteristics of homes can support sustainable tenancies.
- Exposure to the risk of future HHSRS enforcement arising from inherent design deficiencies.



# Energy efficiency, Leeds Federated going green

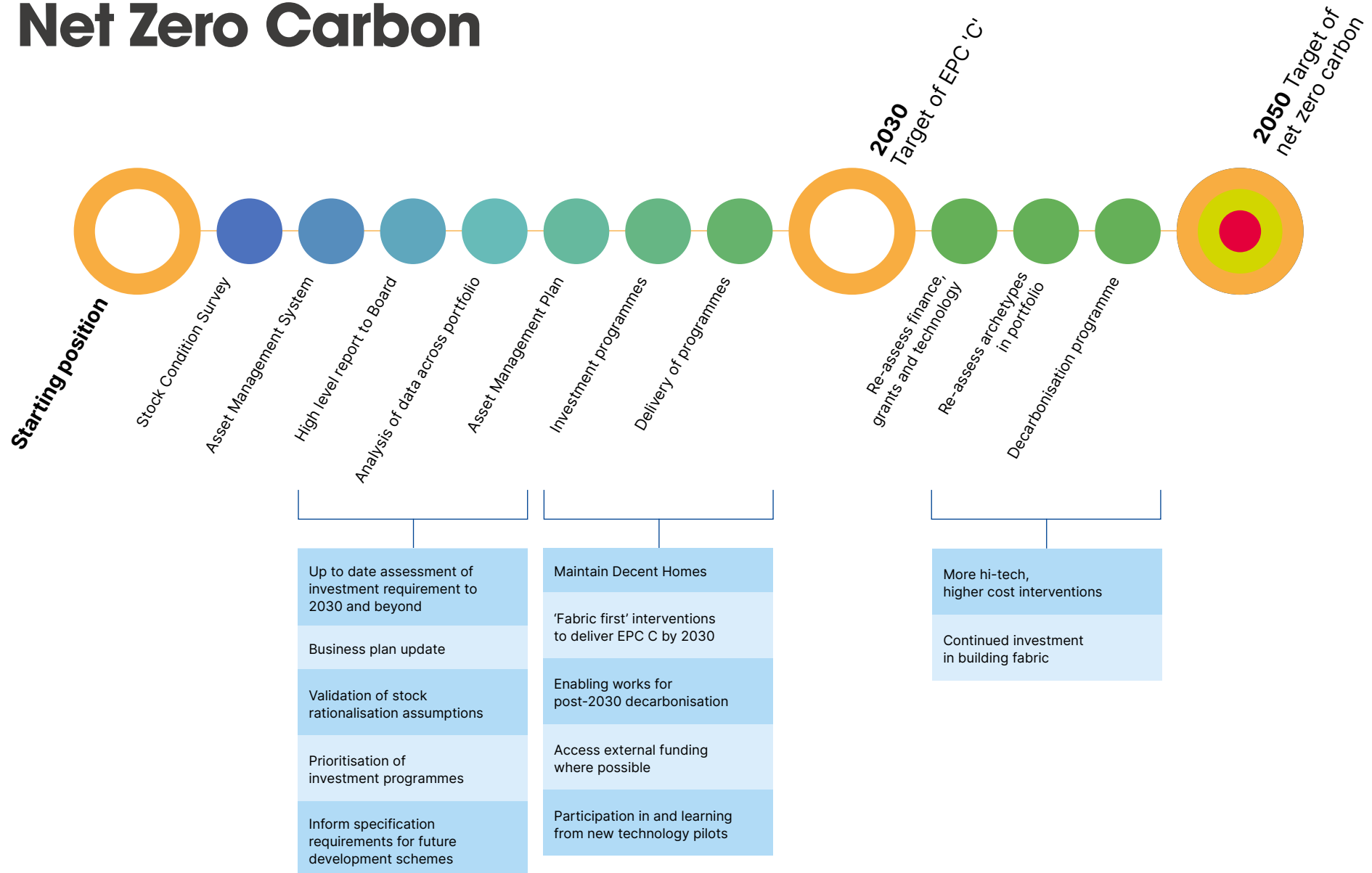
**Our ways of working have been modernised with new targets for EPC “C” and changes in legislation. We continually adapt to our environment, whilst responding to the needs and expectations of customers and staff. Leeds Federated achieving the targets within this plan will result in material benefits on addressing the cost-of-living pressures for our customers.**

## How we do it:

- Implementation of energy strategies will be at the forefront in the prioritisation of our plans.
- Options appraisals will be carried out using Asprey, our new Asset management system to include calculations for energy efficiency. It will highlight properties that do not fit with our wider investment plans and inform our disposals programme. Not all properties are suitable for retrofit and not all properties make a good home, where it is not practical or cost effective, we will divest these properties either through sale or regeneration.
- We have identified grant funding streams and will take all opportunities to maximise the benefit.
- Retrofit plans will form part of our future capital investment plan to maximise the lifespan of current components.
- Communal areas will be upgraded to replace existing lighting with LED/smart lighting incorporating PV and battery technologies which will reduce service charges to customers.
- We will complete our excellent start on collecting property data through stock condition and EPCs and get to 100% coverage so that we understand our stock.
- A medium-term plan will be created by archotyping properties, ensuring their journey to energy efficiency is mapped out.
- We will use smart technologies where appropriate to help improve energy efficiency and monitor properties at risk of damp and mould.



# Our journey to Net Zero Carbon





# Investment

**We will continue to meet the Decent Homes Standard and replace components within their useful lifespan. This will be achieved by continually reviewing our approach to component lifecycles ensuring our customers have a quality home.**

Our interim targets of EPC band C for 100% of our homes by 2030 will remain the focus (where this is practical, affordable, and cost effective).

We will continue to deliver our related retrofitting programmes and apply for related government grants. Further pilot projects are to be explored over the next seven years, and we will attempt to further accelerate our retrofit programmes through grant funding. We will increase our spend levels to meet the forthcoming Decent Homes Standard.

We will survey our properties every five to eight years as best practice dictates, focusing on further improving our energy data. This is to improve our customers' homes whilst maintaining our capital investment in the more traditional component replacement.

To ensure good viability during the life of the Asset Management Plan, we will regularly reprioritise and adjust spend levels in line with any new legislation, or from details arising from our stock condition and energy data that we have collected.



## By 2030:

- Deliver our annual disposal programmes and increase focus on homes which won't meet NZC standards
- Creation of programmes of work including energy up to 2030

**Property & Asset Management Forecast Profile 2021-2025**





# Delivery

## Efficient supply chain model supporting our corporate plan and objectives.

In recent years we've made key changes to our supply chain. We have created our own in-house contractor and are gradually adding more workstreams, allowing us to deliver value and consistent services across all our properties. We have recruited people into our direct labour service, driving efficiency and service improvements. We have strategically partnered with a well-known contractor, Equans, through a framework for our retrofit works.

**Standard specifications have been developed for all programmes and are adapted according to the archetype and specific requirement of a property or archetype. The focus is on quality and value, ensuring that key elements maintain a standard throughout their lifetime to minimise spend on reactive repairs.**

Delivery for most planned investment programmes is via our in-house contractor.

Customer satisfaction on planned delivery is collected and monitored and used alongside complaints feedback to inform service improvements. These 'You said, we are doing' improvements are communicated via our Customer Challenger Panel, and through the customer newsletter.

Throughout both our internal and external awards, social value is a key consideration, this supports multiple jobs and investment in our local economy.

We are committed to using our contract to maximise our opportunities for training local people, we are committed to offering apprenticeships on all major workstreams.

We have established links with local schools and academies via our contractors.

# Development of new homes

**We are committed to developing good quality affordable new homes for rent and sale typically for those people not provided for by the mainstream market. These new homes will reflect the profile and demands of new customers, will be affordable for our customers and offer value for money for Leeds Federated.**



## The primary goals of our development policy:

- Continue to build as many new homes as we can afford, balanced against the investment needs of our existing homes and other corporate plan priorities. We will work across the Leeds City Region and deliver at an average rate of 150 low rise affordable homes per year.
- Our development programme will support Leeds Federated's wider decarbonisation and energy efficiency goals. All new homes will achieve a minimum EPC rating of B and where possible will be 'retrofit ready'.
- Deliver predominantly general needs affordable homes for rent and sale, focussing on low rise apartments (flats) and family housing.
- Match our development programme to needs and market demand, building the right homes in the right locations.
- Be guided in generating new business by analysis of the priorities and plans of local and regional government in our region, identifying where these align best with our own.
- Forge partnerships and joint ventures tailored to specific opportunities. Where we can establish the ground rules in advance, we will do so.
- Develop homes for market sale where this is commercially attractive, to generate surpluses for reinvestment into our programme of affordable homes.
- Achieve growth by targeting larger sites in appropriate areas and by responding counter-cyclically to take advantage of preferential deals.
- 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 MMC technology to deliver high quality homes.
- Support customers into home ownership, where this is their aspiration.
- Contribute to supporting the regional economy through investing in the development of our new homes and maximise training and employment opportunities for our own developments.

*Leeds Federated develops their own 'land led' schemes and also acquires S106 affordable homes.*



# Community spaces

Leeds Federated understands the importance of maintaining our community spaces to a high standard and the effect that this has on our customers' enjoyment of their neighbourhood. In order to do this, we have an in-house team who complete grounds maintenance and communal cleaning.

## Currently we:

- Manage garden areas
- Clean communal areas
- Carry out safety inspections
- Provide portable appliance testing to the business

We constantly strive to contribute to Leeds Federated's sustainability objective and as a result we are introducing electric vehicles across our fleet.

We sustainably manage all our waste and continuously strive to ensure our contractors share our environmental values.

## We will:

- Review the **delivery model** for the services we provide to internal areas to make sure we **continue to meet customer expectations**
- Work towards a more **environmentally sustainable model**
- Replace existing vehicles and equipment with **electric equivalents**
- Know the areas we service and ensure **even distribution of service charges**
- Use customer feedback to shape and **improve the service**
- **Invest in the external communal areas** to ensure they are safe and easy to maintain for our staff and customers
- Plant up some **wildflower meadows** to encourage wildlife into our outdoor areas



# Glossary

Within the Asset Management Plan the following definitions apply:

**Aspire BI.** Our Net Present Value (NPV) and Strategic Present Value (SPV) calculation tool that takes values from the business for each property, compares them for us and produces rankings of properties from different perspectives of how valuable one property is compared to the others

**Asset management.** The actions put in place to ensure the long-term maintenance, investment, improvement, and management of Leeds Federated's property portfolio to obtain an optimal return for the business while continuing to deliver social benefit in line with Leeds Federated's purpose.

**Cyclical maintenance.** Work carried out in regular cycles to prevent premature breakdown of a component and ensure health and safety obligations are met, for example, external painting, servicing of heating systems, servicing of gas fittings and pipes, lifts and fire alarm and smoke detection systems. Statutory services in relation to health and safety have their own dedicated Policy.

**Dashboarding.** A collection of data that is presented to give the user a summary or overall picture of the data.

**Decent Homes Standard.** Previously known as the fitness standard it is a piece of legislation that came out in 2006 that all social housing has to meet a minimum standard, and although it was supposed to finish in 2010 we still report on it to this day, we are expecting a new version called Decent Homes 2 to be released early 2023.

**Disposals.** The sale or transfer of a Leeds Federated property to another party, or the demolition of a Leeds Federated property for us to disinvest in that property following assessment of unviability.

**Energy data warehouse.** A repository of the data collected when creating an energy performance certificate.

**EPC.** Energy Performance Certificate, is the certificate of the score from either the SAP or rdSAP calculation (also in Glossary) which shows not only the score but details the cost of running the property and any improvements that could be made to make the property more efficient. It lasts 10 years and has to be given to any new tenants (customers) on change of tenancy.

**Housing Health & Safety Rating System (HHSRS).** One of the criterion of the Decent Homes Standard and ensures that any property surveyed is also assessed in respect of health and safety.

**NPV Calculations (Net Present Value).** Leeds Federated's model for understanding the relative performance of its assets, taking into account projected income and expenditure over a 30-year period.

**NZC – net zero carbon.** The Government has issued a target for all housing providers to have their stock (properties) not using any fossil fuels i.e. coal / gas / or electric produced from coal or gas by 2050.

**Option appraisal.** – A structured process of evaluating alternative future options for a property or group of properties, with a recommendation on the optimal course of action.

**Planned improvements.** Work which is carried out to improve the performance, aesthetic appearance or amenities in a property or group of properties. Examples include energy efficiency works, curtilage works, environmental improvements and providing additional security measures.

**Programmed replacements.** Capital investment work to replace components, for example, windows or roof coverings that have deteriorated to the extent that repair would be ineffective and uneconomic.

**Re-modelling.** Work to change the physical layout and/or the facilities of a property or scheme to meet either the changing needs of the existing client group or the needs of a new client group.

**Responsive repairs.** Repairs made in response to requests, predominantly from tenants, to maintain the standard of the accommodation in an individual dwelling and other associated assets.

**SAP.** Standard Assessment Procedure, a measurement of energy efficiency of a property that is then scored on a scale of 0 to 100 and is then banded from A to G similar to electrical white goods.

**rdSAP.** Similar to SAP but requires less data to be collected and is used more for existing properties rather than SAP that is predominantly used for new build properties.

**SAVA (Intelligent Energy).** An online (internet) system we are subscribed to that calculates energy performance of properties.

**Empty home repairs.** Repairs undertaken during the period between tenancies when a property is empty. Repairs will be predominantly minor but may include some instances of major works including component replacements.

**Value for money.** Leeds Federated's approach to ensuring that investment bring the greatest value, not only in terms of the cost of the works but taking into consideration whole life costings, costs/budget control, environmental and sustainability issues.



# Appendix

---

## In this section:

Stock profile

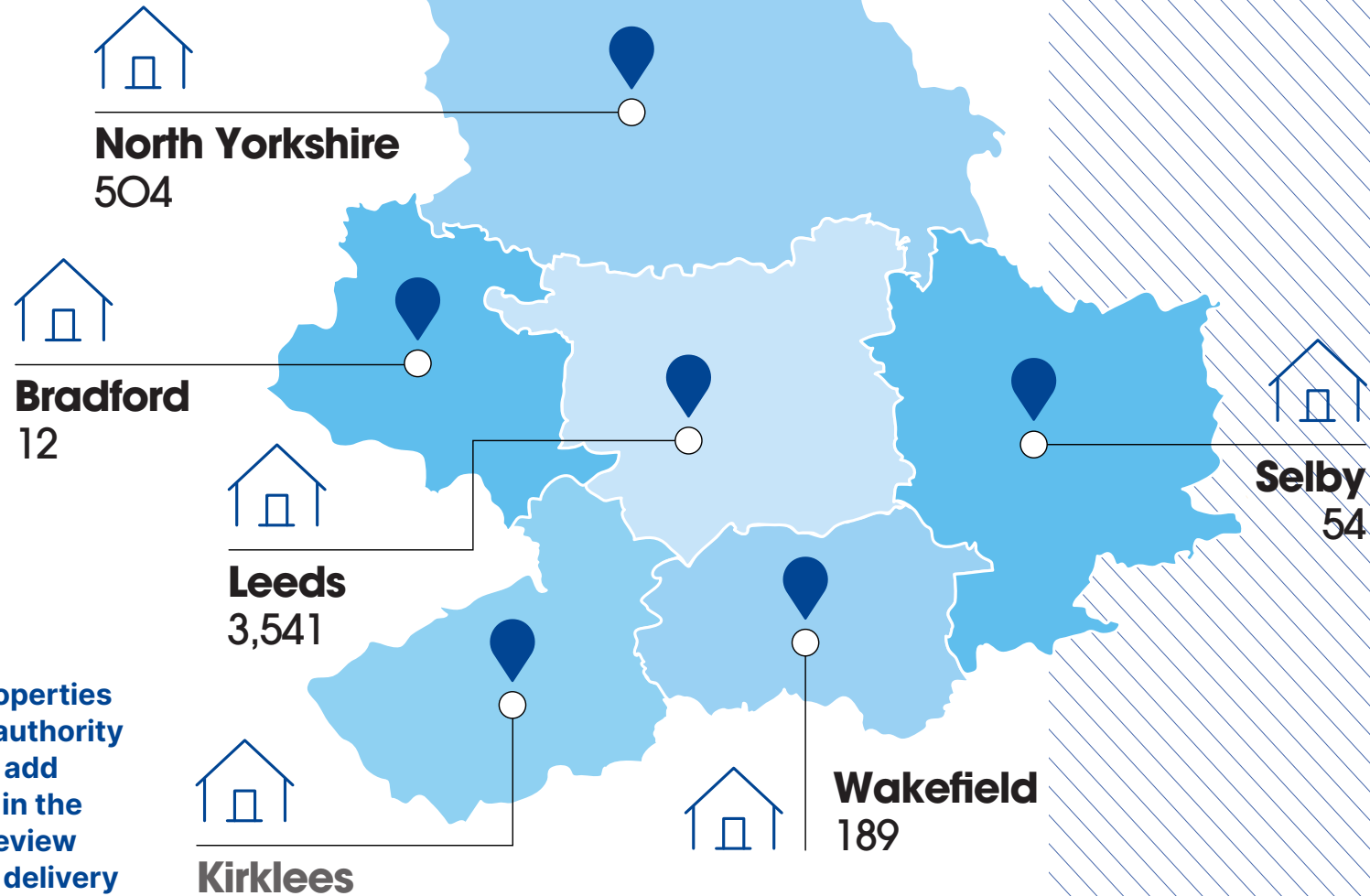
Planned maintenance totals





## Appendix

# Stock profile



We currently have approximately 4,300 properties over five different local authority areas and are looking to add Kirklees to our portfolio in the future. We continue to review our approach to service delivery to ensure we provide the most efficient and responsive service to our customers.

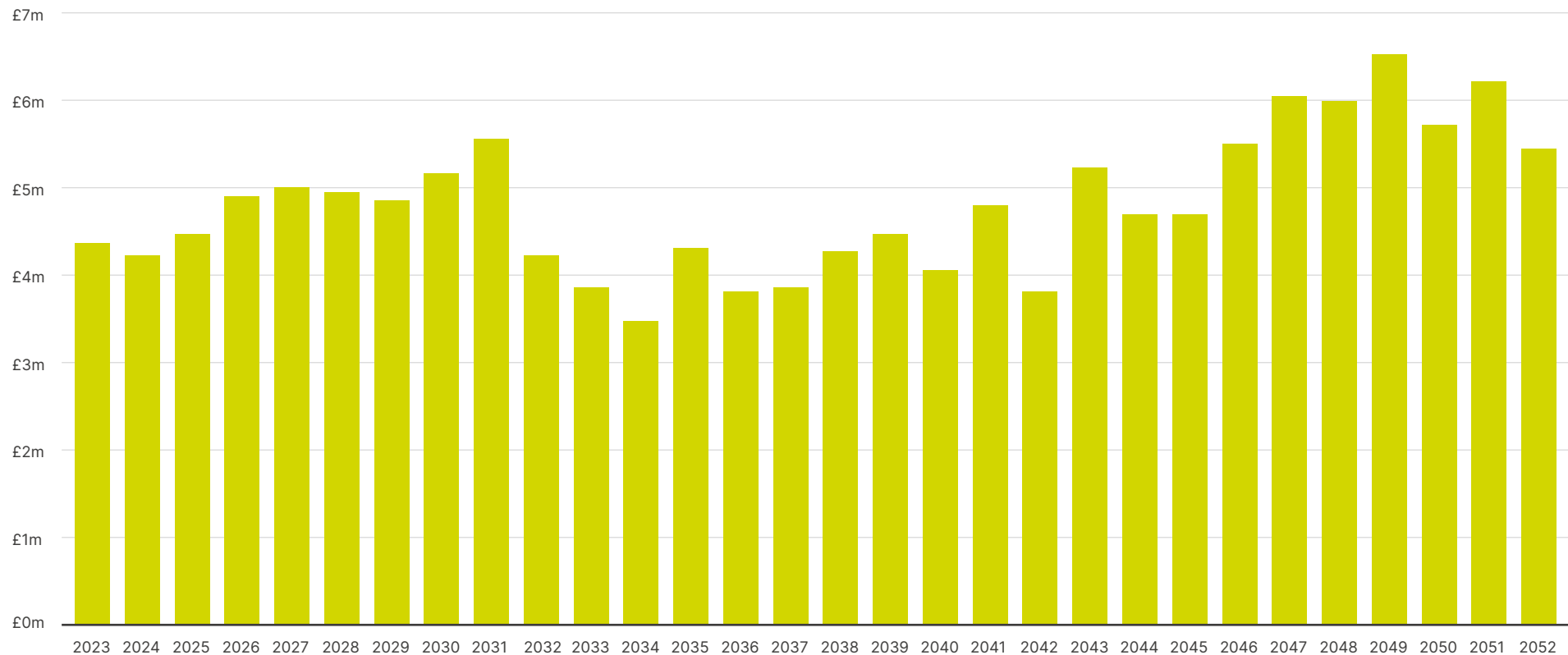
### Kirklees

Circa 200 new affordable homes forecast to be delivered as part of the Association's Development Programme 2022/27

## Appendix

# Planned maintenance total by year

We will continue to meet the Decent Homes Standard and replace components within their useful lifespan. This will be achieved by continually reviewing our approach to component lifecycles ensuring our customers have a quality home.



**If you need more  
information please visit:  
[lfha.co.uk](http://lfha.co.uk) or email:  
[hello@leedsfed.com](mailto:hello@leedsfed.com)**

**Passion  
Excellence  
Honesty**

**Leeds   
Federated**







# Hello

Call us today on  
**0113 386 1000**

**Leeds**   
**Federated**