Leeds Federated

Annual Report 2024/25

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Welcome

We're pleased to share this year's Annual Report with you. This interactive PDF has been designed to make it easy to explore. Just click the links throughout to access more information, visit our website, and discover the stories behind the numbers. Below, you'll also find icons to help you quickly navigate to different sections of the report.

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Helping people make a home for 50 years

Leeds Federated's vision is to **'help people make a home'**, and this year we've been doing that for 50 years. Over the last 5 decades we've sought to make our vision a reality for the thousands of customers we've served.

Perhaps the best indicator of whether we've achieved our aims is through customer satisfaction – a good service leads to happy customers. Our **Tenant Satisfaction Measures** cover different areas of our service. Customers have scored their **overall satisfaction at 79.4%** (78.8% in 2023/24). This level of customer satisfaction is good, but we're not complacent, and we're continuing to learn from the feedback customers give us about where things need to improve.

Most customers connect with us through our repairs service. Over the year, we undertook over **12,500** responsive repairs, and **customer satisfaction with repairs was 80.4%** (82.2% in 2023/24).

We're committed to keeping customer homes well maintained and that involves replacing key components as part of a planned programme. Our stock condition survey sets out when work needs to be done. In 2024/25 we replaced **182** kitchens, **106** bathrooms, **94** windows and doors, and installed **295** new heating systems at a cost of **£4.8m**. We'll spend a further **£4.2m** replacing these components in 2025/26.

As well as providing the best service we can to existing customers, we also want to provide new homes for potential customers. In 2024/25, we built **137 homes**, with **97** for rent (**26** of which were let at social rent and **10** at fair rent) and **31** for sale as shared ownership homes – this cost **£16.6m**, with a further **£5.7m** spent on homes under construction but still to be completed.

We're particularly pleased with **Colliers Park** (formerly known as the Sugar Hill and Wordsworth Drive redevelopment) which will provide **70** homes in Leeds. It has been demolished and redeveloped in stages with the first **15** homes handed over this year. This approach allowed those residents still living on the site, many of whom have lived there over 40 years, to move straight into their new homes without having to move somewhere else whilst their new homes were built.

We will continue to build more homes, with plans to build **400** over the next 5 years.

The **Customer Voices Panel** (formerly Challenger Panel) has continued to review our performance over the year, and members of the Panel now regularly attend our Customer Experience Committee. Combined with our two standing board positions for customers, this ensures the customer voice remains strong across our governance structures.

In the latter half of the year the Board discussed the new **Corporate Plan** to ensure we maintain an appropriate balance between investing in our existing homes, developing new homes, and supporting customers to sustain their tenancies – this all supports our approach to develop thriving communities.

Chair Kim Brear stands down at the Annual General Meeting in 2025, having served 7 years on the Board. She's provided strong leadership for the Board and wider organisation over some of the most turbulent times we've seen for the social housing sector and society.

Reflecting on her time on the Board, Kim said **"I have loved being a part of the Board of Leeds Federated and seeing how the organisation works so hard to help people make a home. Whether its building new homes or making sure the homes we already have are well maintained and managed, I have seen how Leeds Federated puts its customers at the centre of all it does and I have sought to be a champion of this approach in my leadership of the Board."**

We hope it's clear in reading this report that **we're absolutely focused on helping people make a home**. We've been doing it for 50 years now – here's to carrying on for the next 50!!

Kim Brear
Chair

Matthew Walker
Chief Executive

Creating thriving neighbourhoods together

This year **marked a significant step forward in our community-based approach** which is about putting customers at the heart of everything we do. We're proud to have developed tailored neighbourhood plans for all **54** communities we serve in, each shaped by direct engagement and a deep understanding of local priorities.

Our neighbourhood model is rooted in listening, learning and collaborating. By working closely with customers, we've created plans that address specific local needs, build stronger connections and bring lasting benefits to each area. A key part of this approach is recognising where others are better placed to lead. That's why we're strengthening partnerships with local organisations like Litter Free Leeds, Neighbourhood Policing teams, and local councils to deliver more holistic support.

A highlight this year was **a tree-planting event in Belle Isle**, coordinated by our Neighbourhood Officer, Sharon Lanceley. In partnership with Leeds City Council, BITMOs Gate, and Fruit Works, we planted **12** trees to enhance Woodville Square's green space. This initiative brought customers, colleagues, and partners together in a shared effort to improve the local environment and encourage long-term community care.

Looking ahead, we're focused on turning our neighbourhood plans into meaningful action. This includes improving local services, addressing issues like crime, health and wellbeing, education, employment, housing and ensuring our resources make the greatest possible impact.

By continuing to collaborate with our customers and community partners, we aim to create thriving, resilient neighbourhoods across Leeds, Wakefield, Kirklees and North Yorkshire. This is just the beginning – and together, we're helping each community grow.

"As (the trees in Belle Isle) grow, we hope the community will enjoy the beauty they bring - and even the fresh fruit they provide."
– Sharon Lanceley,
Neighbourhood Officer

71.9%
Satisfaction that we make a positive contribution to the neighbourhood

30.3
Anti-social behaviour cases*

67.0%
Satisfaction with our approach to handling anti-social behaviour

1.5
Anti-social behaviour cases that involve hate incidents*

*per 1000 homes

How customers are helping us to improve

We take customer views into account in a variety of ways. This includes listening to feedback from complaints and surveys, to working closely with our Customer Voices Panel who review performance information and help us to improve our services.

Customer Voices Panel

The Customer Voices Panel (formerly Challenger Panel) refreshed its name to better reflect its role in working in partnership and providing scrutiny of our services.

The Panel is made up of a team of customers who work together with colleagues to review services and suggest areas for improvement.

The Panel regularly meets with our senior managers and colleagues to discuss how we're performing as an organisation.

Following **a recruitment drive in 2024,** the panel has now increased its members to **9**. With an increase in numbers, the Panel has had more capacity to hold Leeds Federated accountable.

In 2024/25, the Customer Voices Panel has contributed to several reviews and consistently championed customer experiences and perspectives. They've been involved in the following work:

- Communications around the changes in our approach to service charges and helping to clarify where charges have been incorrectly made
- Reviewing the draft Corporate Plan for 2025 onwards and contributing to the priorities for customers
- Reviewing the Good Neighbourhood Management policy and how we define and address anti-social behaviour.

Time to Talk

In September 2024, we launched Time to Talk – a monthly online conversation with a member of staff on a key service change or issue. We've held sessions on a variety of bite-sized topics, from understanding rent statements to dealing with damp and mould. **You can view past sessions by registering for Your Voice.**

Your Voice

Your Voice is an online engagement platform where customers can register to get involved with opportunities such as completing short surveys about their neighbourhood to commenting on draft letters, leaflets, and policies to make sure they're clear and easy to understand. **If you're a customer, head to Your Voice to register.**

If you're a customer, or know a customer who might be interested in joining the Customer Voices Panel, do get in touch via email at **customer.engagement@lfha.co.uk**

Quarterly phone survey

Every quarter, our research partner, **MEL**, contacts 150 customers to find out how satisfied they are with our service. The questions form part of our **Tenant Satisfaction Measures** and help us identify what we're doing well and where we can improve.

If you're a customer and **MEL** contacts you, please do take part in the survey - your feedback is invaluable.

71.1%
Satisfaction that we listen to customer views and act upon them

83.9%
Customers agree we treat them fairly and with respect

77.2%
Satisfaction that we keep customers informed about things that matter to them

79.4%
Customer satisfaction with our overall service

Continuing our commitment to put things right

In January 2024, we introduced a new Customer Resolutions team to handle complaints and help put things right for customers. The team is now embedded and has been analysing the complaints we've received.

During 2024/25 we logged **501** complaints. Through our analysis, we've identified solid learning outcomes for **66%** of the complaints we received. The learning outcomes are across the following teams: Building Safety, Community Spaces, Development, Income Services, Neighbourhood Services, and Repairs.

The biggest area for complaints we received was around repairs and maintenance.

Some of the key issues identified were around gaps:

- In communications
- In colleagues' knowledge
- Between services.

To help resolve these issues, we're implementing more training for teams, improving information sharing, and refining our communications.

Communications were also raised as a key issue in complaints across our other teams. We're continuing to review the 'tone of voice' of communications and re-draft our standard letters to provide clearer messaging for customers.

In 2025/26 we'll be launching a learning log for colleagues which will help us track themes of complaints, as well as any learning that comes out of them, and any service changes we make as a result.

Feedback from customer complaints is invaluable in helping us identify further areas for improvement throughout 2025/26.

You can find more information about the learning we're taking from complaints on our website.

113.2
is the number of stage 1 complaints received*

12.8
is the number of stage 2 complaints received*

*per 1000 homes

Complaints responded to in Housing Ombudsman timescales

95.6%
Stage 1

88.9%
Stage 2

42.9%
of respondents who reported making a complaint in the last 12 months are satisfied with our approach to complaints handling

The introduction of our Contact Centre team

Our new fully integrated housing management and repairs **Contact Centre team**, launched in April 2024. The team is based at our main office on Kirkstall Road in Leeds and now handles all customer calls. This means customers now have one point of contact, dealing with all aspects of tenancies.

The first key appointment we made to the new team was our Customer Experience Manager, Helen Thompkins.

"My first aim was to build a brand-new team and deliver an excellent customer service experience to all. I spent the first few months getting to know Leeds Federated, recruiting the new team, training people up and ensuring that our vision of "helping people make a home" was our main priority. There have been obstacles along the way, but I'm thrilled that we're now starting to achieve what we set out to."
– Helen Thompkins, Customer Experience Manager

The team consists of **12** passionate individuals who are dedicated to delivering excellent service. The team also works with colleagues across Leeds Federated to develop their knowledge and get to know customers and their homes. In 2025/26 we'll explore different ways customers can get in touch with us.

The work of the team isn't just about taking a call, we know how important the experience is for customers too, so it's been great to receive positive customer feedback:

"I am writing to express my sincere gratitude for the professional assistance provided by the Leeds Federated repairs and maintenance team last week. I would like to extend a special thank you to (the Contact Centre) for orchestrating such a swift response. This exemplary service aligns perfectly with the consistently outstanding support I have experienced from Leeds Federated over the past two decades."
– recent Leeds Federated customer

Making sure we represent all our customers

Our Equality, Diversity and Inclusion Policy sets the following targets and is reported to the Board annually:

- For colleagues and our Board to be broadly representative of our customers
- For our customers to be broadly representative of the communities where their homes are

Following a review last year, we also made some extra commitments:

We said...

We'll review customer satisfaction and perception information by protected characteristics and, where possible, start to compare year on year trends.

A report was taken to Customer Experience Committee in May 2024 and May 2025 showing that customer satisfaction by protected characteristics stayed broadly the same.

We continue to analyse information to ensure customers have an equally positive experience of our services.

We'll continue to use WeThrive colleague surveys and compare results to understand more about the engagement we're getting and any potential barriers.

WeThrive results remained positive with a response rate of 86% and a score of 80%. All area scores were over 70% with the lowest score in the 'free from worry' area.

Feedback from the Diversity Equality, Equity and Inclusion (DEEI) survey resulted in a colleague Equality, Diversity and Inclusion (EDI) group being set up. The group discussed how we acknowledge and address barriers and played a key part in the review of the EDI Policy.

We'd source new recruitment methods and options to attract a wider range of people.

We brought in a recruitment lead to progress this area and work with managers to ensure a fair recruitment and selection process.

Continue to review the EDI Policy and agree on new measures and commitments.

The EDI Policy was reviewed and approved by the Board in March 2025. Further to continuing to monitor representation, the group agreed on a learning approach to EDI.

Commitments for 2025/26

We will...

- Review customer data in line with the Needs and Adjustments Policy
- Focus on a learning approach to EDI for colleagues
- Continue to monitor customer satisfaction by protected characteristics
- Continue to monitor colleagues' sense of belonging

A focus on safety

Fire safety

This year we added an additional member to the Fire Testing team. This increased our opportunity to engage with customers about keeping escape routes clear and raising awareness of potential fire risks.

We worked closely with colleagues and suppliers to integrate the Warden Call System upgrade and meet fire detection system requirements. We remain focused on completing thorough Fire Risk Assessments and promptly addressing any issues or improvements identified – we've invested over **£300k** on major projects this year.

98.3%
Non-emergency repairs completed within 20 working days

99.2%
Emergency repairs completed withing a maximum of 24 hours

77.3%
Satisfaction that we keep communal areas clean and well maintained

We completed the following tests:

99.7%
Gas safety checks

100%
Fire risk assessments

88%
Communal lift safety checks

100%
Asbestos management surveys

100%
Legionella risk assessments

Energy works

We've continued to upgrade and improve existing homes through our 'retrofit' programme which aims to boost energy efficiency in homes and bring them up to at least an EPC level C. Our 'retrofit' programme is 'fabric first' which means we start by improving the basics such as improving loft insulation, introducing insulation to rooms in roofs and upgrading heating controls.

We successfully secured funding from the Government's 'Social Housing Decarbonisation Fund (SHDF) Wave 2' to help us carry out this work. The cost of improving a further **270** homes in our 2024/25 programme was over **£3.4m.**

In 2024/25 we prepared a bid for the 'Warm Homes: Social Housing Fund' (previously known as SHDF Wave 3), to help us continue our energy improvement work in 2025/26 and 2027/28.

We also carried out our first 'retrofit' solar panel installation at an older persons' scheme which aims to bring down energy costs for customers over the long term.

Housing Health and Safety Rating System (HHSRS) and Awaab's Law

We now have a **damp and mould** process in place designed to meet the requirements of Awaab's Law.

We're improving the process further with IT system upgrades to make it more efficient and easier to report on compliance. We've also introduced simple performance measures to monitor progress.

Damp and mould cover just one area of HHSRS but with the upgrades we'll be able to rollout the same approach to other areas of HHSRS as needed. While we have a dedicated HHSRS surveyor in place, all our surveyors are trained to identify issues and take on relevant actions.

Customers who've received a repair in the last 12 months report:

80.5%
Satisfaction with our repairs service

82.3%
Satisfaction that their home is well maintained

75.3%
Satisfaction with the time taken to complete the most recent repair

83.3%
Satisfaction that their home is safe

0.0%
Homes that don't meet the Decent Homes Standard

Building new homes in more places

In 2024/25 we delivered **137** new affordable homes. **122** of these were transferred to us from developers and house builders through Section 106 agreements and purchases through Homes England.

Section 106 agreements take place between developers and councils to make sure new housing developments include a proportion of affordable homes.

Leeds

During 2024/25 we completed **15** homes at our **Colliers Park regeneration scheme in Oulton** (formerly the **Sugar Hill Close** and **Wordsworth Drive** redevelopment). We took on the site in 2023 with 10 existing residents remaining in their homes. With funding from Homes England and Leeds City Council, we redeveloped the site using a phased approach, demolishing the existing defective Airey homes and replacing with **70** new high quality, energy efficient homes. In November 2024, the **10 existing residents moved into their new homes.**

"I've been on this estate all my life and we've all been really good friends; everyone loves living here. It's been good to make the move all together, with people you know and get along with."
– Irene Connell, Colliers Park resident

In 2025/26 we'll complete a further **30** homes and welcome back former residents, thanks to the local lettings policy. We'll also launch a show home over Summer 2025 to support the sale of **30** shared ownership homes. We'll complete the development in late Summer 2026.

Harrogate

We've already completed **29** new homes at **King Edwin Park**, Harrogate. This development will provide **147** affordable homes for rent and sale and will complete in 2028.

During 2024/25, we completed the final phase of homes at **Regency Place**, Tockwith.

Selby

We completed our first homes with heat pumps at **Bishops Gardens**, Cawood.

Sales:

We completed **47** shared ownership sales during 2024/25, with sale averages exceeding our targets.

"I wish I'd known about Shared Ownership years ago… it's changed my life! I've got a permanent home now…and there's nothing more secure than having a home."
– Patricia, Shared Owner

Read Patricia's full story

What's happening next year?

Despite the cost of construction and borrowing continuing to impact the number of new developments, plans for 2025/26 are positive and we're expecting to complete **113** new homes.

We'll be starting on site at Owlcotes Road, Pudsey, providing **54** new homes for affordable sale and rent. We'll also complete new homes at Blue Hills Farm in Birkenshaw, Whitehall Grange in Leeds and Purston Grange in Featherstone.

Making a difference to customer finances

There continues to be a significant demand for support through our Money Matters Team due to the impact of migration from Housing Benefits to Universal Credit, the high cost of living and the lack of availability of external support services.

Over the last year, we've accepted **700** referrals into the service and have seen a **20%** increase in the number of customers receiving Universal Credit.

This year, the service generated £470k in extra income for customers, with 100% reporting a boost in their overall wellbeing.

We're embracing the introduction of our new 'Affordability Calculator', which means we can assess applicants before sign-up, as well as customers during their tenancy. This helps us to identify potential unclaimed or incorrect benefits, as well as highlighting areas to reduce costs and help create sustainable tenancies.

We've continued to raise awareness of the service by:

- Holding drop-in sessions for customers at our older persons' schemes to support new Pension Credit claims, which automatically entitle customers to the Government's Winter Fuel payments
- Working in partnership with our surveyors to visit customers in their homes to advertise our services
- Sharing regular updates via the website, customer e-news and social media of the many ways we can help.

Successes

Last year, we helped a customer boost his monthly income by **£900**, as well as securing an additional backdated payment of **£7k**.

Our Income Officers have worked hard to reduce rent arrears by **28%** this year, by providing a 'high support-high challenge' service in line with our Income Collection Policy.

We've significantly reduced the number of customers with rent arrears by being more proactive, including:

- Adopting a 'call first' approach
- Collecting direct debit payments before rather than after the bank holiday weekend.

The team has helped many customers bring their rent accounts up to date, helping protect them from future financial difficulties.

"Great service and thanks to David for helping me through the PIP application and success. I should have used the service before; it has increased my income so much!"
– A customer

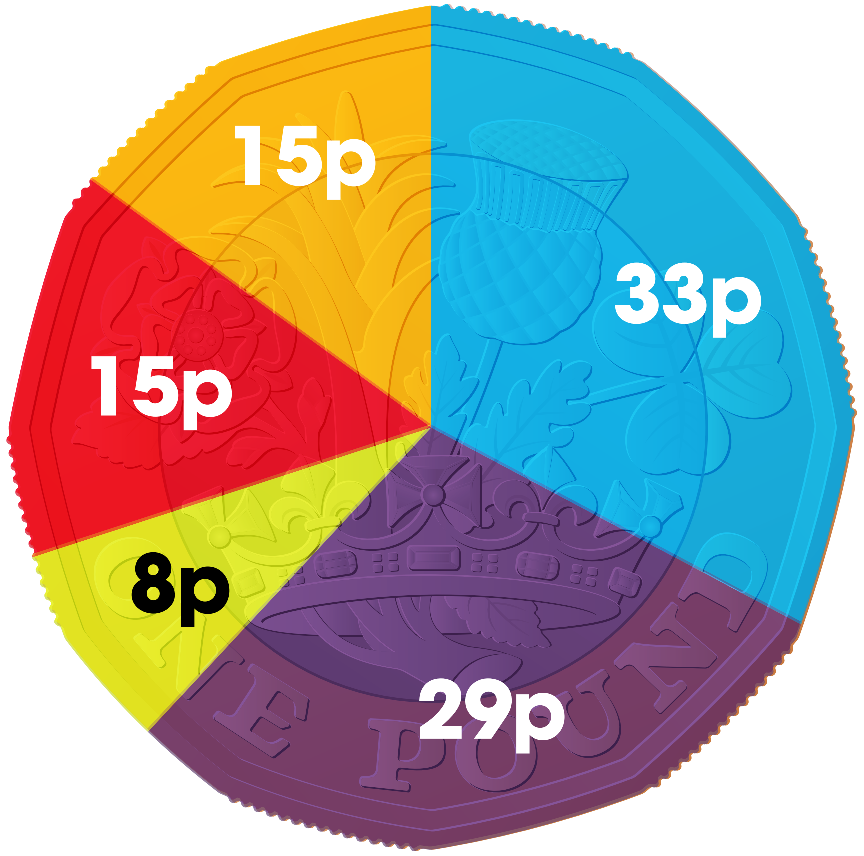
Our financial update

We ended the 2024/25 financial year with a comprehensive income of **£1.8m**, up from the **£1.5m** we achieved in 2023/24. Pension-related accounting movements were **£1.5m** lower this year compared to 2023/24. The surplus before the pension adjustment was slightly less than last year.

	2024/25	2023/24
Surplus for the financial year	**£2.5m**	£2.7m
Pension obligations included	**£0.3m**	(£1.2m)
Comprehensive Income	**£1.8m**	£1.5m
Arrears	**3.10%**	4.60%

Social Housing Cost per unit (CPU) for 2024/25 was **£6,073**, an increase from £5,210 in 2023/24.

How we spent the income from rent in 2024/25



For every £1 of income, we spent:

- 33p on the repair and maintenance of our homes
- 29p on the costs of staff and the overheads of running the organisation
- 8p on the cost of services provided
- 15p on the interest for the loans we have to improve existing homes and build new
- 15p on improving homes – this includes building new homes and replacing components on existing homes such as roofs, windows, kitchens and bathrooms as well as boilers and insulation

We spent **£8.8m** on replacement components in 2024/25 (compared with £6.6m in 2023/24), such as roofs, windows, kitchens and bathrooms as well as boilers and insulation.

During 2024/25:

Our highest paid Director's remuneration worked out at **£34.39** per unit over the year.

The combined remunerations of our Directors worked out at **£96.18** per unit over the year.

How we deliver value for money

In our **5-year Corporate Plan for 2025 - 2030** value for money is an overarching principle and we're committed to achieving this in everything we do.

In the Plan, we also set out our aspiration to build more good quality homes. We'll use our borrowing capacity to increase the number of new homes we build, delivering an average of **96** new homes per year between April 2025 and March 2030.

For more information about our financial performance, please see our Financial Report and Accounts.

All photos included in this report are of Leeds Federated colleagues and customers, and their homes.

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