

Helping people make a home

2025 - 2030 Corporate Plan



Introduction from the Chair and Chief Executive

Our core purpose is clear - we're here to help people make a home

Our 2025-2030 Corporate Plan sets out how we're going to achieve our core purpose and it reflects what customers tell us is important; customers can include tenants, household members, leaseholders, shared owners or residents.

The Plan recognises the challenges our different customers face. It also acknowledges both the challenges we face as an organisation and the opportunities we have to deliver this vision.

We've agreed 3 strategies in our Plan – **Thrive**, **Engage** and **Evolve**:

- We want our customers to **thrive** in their homes – our aim is to provide good value housing, offering security and affordability.
- We will **engage** with colleagues and other stakeholders to make our core purpose a reality in the places where our customers live.
- The organisation will **evolve** continuously, including through building more homes across the Leeds City Region and delivering our energy efficiency improvement programme.

Our plans for the future build on what we've delivered to date. During the 2 year period 2023-2025 we invested **£5.3m** in improving the thermal efficiency of customer homes to reduce their energy costs; this included **£2.65m** in grant funding.

We also replaced **170** kitchens, **110** bathrooms and **285** boilers at a total cost of **£3.4m** in 2024/25.

We built **137** new homes over the last year; **26** for social rent, **10** fair rent, **61** for affordable rent, **9** rent to buy and **31** for shared ownership at a total cost of **£22.7m**. As part of the funding for the new developments we received grants of **£3.6m**.



Our customer satisfaction measures (based on the tenant sector metrics set by the Regulator of Social Housing) show that we're performing well in comparison to our peers (1st or 2nd quartile in all measures).

Our overall customer satisfaction for 2024/25 was **78.8%**. That said, we're not complacent about the results and have plans to improve, for example how we learn from, and respond to, customer feedback. The Customer Voices Panel will play a key role in this approach.

Looking to the next 5 years, we'll build an additional **400** new homes, continue to improve existing homes and help reduce customer fuel bills by investing in more thermal efficiency measures. As part of our approach, we'll seek to attract and retain the very best people.

This Corporate Plan was approved by the Board in March 2025. As part of the approval process, the Board reviewed the risks we face as an organisation to ensure we take these into account in our plans. We also sought feedback from colleagues and customers in developing the Plan.

The Board will regularly review our progress against the Plan, and agree any changes to the Plan based on external factors, such as regulatory or economic changes, as well as our performance.

Our overarching priority remains our customers. **We care about our customers and we're here to help people make a home.**

Kim Brear
Chair

Matthew Walker
Chief Executive

**Our social
purpose is
clear**

**Leeds Federated
is here to help
people make a
home**

Our purpose:

Helping people make a home

In delivering our core purpose:

- Our aim is to provide good value housing, offering security and affordability, for our customers to **thrive**
- We will **engage** with colleagues and other stakeholders to make that core purpose a reality in the places where our customers live.
- The organisation will **evolve** continuously, including through building more homes across the Leeds City Region

And our values:

Passion

We are passionate about what we do and committed to delivering the highest level of service. 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 will own up to it and put it right.

Curiosity

We will ask questions and embrace learning in order to seek new or better ways to deliver services.

Our social purpose is clear

Leeds Federated is here to help people make a home

Our overarching Principles which apply across the Corporate Plan:

Value for Money

We're committed to delivering value for money in everything we do in terms of:

- **Economy** – achieving cost savings
- **Efficiency** – getting more from our existing resources
- **Effectiveness** – achieving better outcomes
- **Equity** – ensuring fair decision making and distribution of our services to customers

Our services and business operations will be designed to maximise value for money.

We will be open about our performance, highlighting successes and identifying areas for improvement.

We will monitor and report the value for money of what we do, including customer satisfaction, to show the impact of our work.

Managing Risk

- We will identify, assess, and manage risks to protect our financial viability, operational resilience, and the safety of colleagues, customers, and communities.
- Our decision-making will reflect our Risk Management Framework including the Board's appetite for risk, our internal controls and the management of risks to ensure a sustainable future for our business and the communities we serve.
- We will review and adjust our risk management framework regularly, reflecting current challenges as well as emerging risks and opportunities.

Equity, Diversity and Inclusivity (EDI)

- We will build a culture embracing EDI because this is something we want to do, not something we have to do.
- Our EDI policy and priorities will be reviewed annually and we will report on progress made.
- We will increase awareness of EDI through formal and informal routes with a focus on education and learning
- We will work with customers and third parties to improve our approach to EDI to ensure expectations are met.

Our three strategies for the new corporate plan are:

Thrive (we get things done)

Engage (we work together)

Evolve (we learn and improve)





The Thrive strategy has 3 goals:

Goal 1 - Quality services that recognise and respond to customer aspirations

We will:

- establish a presence in our neighbourhoods, ensuring we are accessible and connected to the communities we serve.
- champion place-shaping initiatives that foster strong, connected communities where people feel a sense of belonging through our community-based approach.
- maintain and use data to adjust our services to meet needs effectively.
- design and shape our services to meet the realistic needs and aspirations of our customers, focusing on their homes and neighbourhoods.
- enhance customer confidence in how we manage tenancies and address issues that matter to people within our communities, such as anti-social behaviour.

Goal 2 - Safe, high-quality homes people want to live in

We will:

- ensure our homes are safe and well-maintained, using up-to-date data to guide our work.
- maintain homes to a high standard to remain a responsible landlord to current and future customers.
- invest in our homes to make them more energy efficient for customers to live in, improving their overall affordability and long-term sustainability.

- build customer confidence in our approach to maintaining their homes through clear and regular communication.
- collaborate with local councils and partners to develop welcoming, inclusive neighbourhoods to create communities that go beyond housing, to provide a true sense of home.

Goal 3 - A healthy, resilient, and well-governed business

We will:

- maintain financial stability as a core focus, with careful management of budgets, cash flow, and resources to support colleagues to deliver our objectives.
- ensure that the necessary skills exist around the Board table, focusing on attracting, developing, and retaining individuals with the expertise, experience, and diversity required to govern the organisation effectively.
- safeguard and enhance the organisation's reputation in everything we do, promoting trust and reliability.
- use technology and data to improve business processes, decision-making and outcomes in support of our business objectives.

strategy

Thrive

(We get things done)

Performance against target for 2024/25, and targets for 2025/26

Performance measure	Target 24/25*	Performance year to date 24/25**	Target 25/26*
Customer satisfaction that the landlord makes a positive contribution to neighbourhoods**	80%	77.2.%	77.2% ^
Customer satisfaction with the landlord’s approach to handling anti-social behaviour**	80%	68.1%	70% ^
Customer satisfaction with repairs service**	85%	83.9%	85% ^
Customer satisfaction with the landlord’s approach to handling complaints**	70%	41.6%	45% ^
Void loss (24/25 figures up to Jan 25)	£277k	£201k	£289k
Gas services completed on time	100%	99.9%***	100%
Operating margin - overall % (actual figure to Jan 25)	15.7%	16.5%	16.5%
Social Housing Cost per unit	£5,982	£5,877	£5,750
Bad debts (24/25 figures up to Jan 25)	£187k	£109k	£197k

* Target is either annual figure or where appropriate comparable year to date figure for actual performance
** Year to date rolling 12 month average figures using latest available performance at the time of going to print
***All gas services not completed on time are compliant with our procedures to negotiate access with customers
^ Our targets are set to achieve higher quartile performance or exceed prior years' results where we were already performing above these levels





The Engage strategy has 4 goals:

Goal 1 - Learning from customer feedback to enhance experience

We will:

- use customer satisfaction to guide our service delivery, ensuring we reflect expectations.
- actively seek and use feedback—both formal and informal, including complaints—to drive continuous improvement and innovation, enhancing our services and the customer experience.

Goal 2 - Listening to and engaging with customers

We will:

- expand opportunities for customers to engage with and influence our decisions meaningfully.
- ensure our tone of voice reflects respect and dignity, maintaining trust and alignment with customer priorities while considering and addressing people’s individual needs.
- drive tailored and proactive engagement using accurate and timely data across a variety of communication channels.
- establish and manage clear service standards

Goal 3 - Building a strong, diverse, and engaged workforce

We will:

- continue our commitment to develop an inclusive workplace where diversity is valued, reflecting the communities we serve and empowering our teams to thrive together.

- attract and retain passionate colleagues who enjoy their work and support our values-led organisation.
- focus performance management on high support and high challenge, encouraging growth and accountability.
- ensure colleagues have access to learning and development resources to help them work professionally and effectively.
- cultivate an internal culture of storytelling to share learning and celebrate the impact our work has.
- promote colleague wellbeing, fostering a supportive environment that enables teams to deliver quality services.
- embed our values by recognising and rewarding behaviours that align with our culture and purpose.

Goal 4 - Collaborating with our customers and stakeholders for better outcomes

We will:

- strengthen our approach and enhance what we offer to customers through partnerships with stakeholders.
- collaborate with partner organisations to deliver greater value, quality, and shared learning.
- share good news stories and strengthen communications to customers and stakeholders alike.
- communicate and engage with partners through advocating and campaigning for social housing and our communities to address stigma

strategy

Engage

(We work together)

Performance against target for 2024/25, and targets for 2025/26

Performance measure	Target 24/25*	Performance year to date 24/25**	Target 25/26*
Overall customer satisfaction	80%	79.5%	80% ^
Customer satisfaction that we keep customers informed about things that matter	80%	79.8%	79.8% ^
Customer satisfaction that we listen to their views and act upon them	70%	73.3%	73.3% ^
Customer satisfaction that we treat customers fairly and respectfully	85%	86.8%	86.8% ^
Customer satisfaction with approach to complaint handling	70%	41.6%	45% ^
Colleague satisfaction with their experience of Leeds Federated as a whole	83%	87%	83%

* Target is either annual figure or where appropriate comparable year to date figure for actual performance
** year to date rolling 12 month average figures using latest available performance at the time of going to print
^ Our targets are set to achieve higher quartile performance or exceed prior years' results where we were already performing above these levels





The Evolve strategy has 4 goals:

Goal 1 - Supporting customers to grow and thrive

We will:

- connect customers with learning opportunities that enhance their skills and prospects.
- embed a place-shaping approach in our community work, fostering resilience, empowerment, and a strong sense of belonging.
- enhance education on energy efficiency and promote carbon literacy among colleagues, customers, and partners, empowering them to reduce costs and contribute to sustainability.
- provide dedicated support through our resolution team and financial inclusion team to ensure the best outcome for our customers.

Goal 2 - Fostering learning and professional growth

We will:

- recognise, support and encourage leadership at all levels, fostering creativity, curiosity, and a problem-solving mindset.
- work towards the professionalisation of key roles to meet the expectations of our customers and regulators.
- focus on improving technological competence/data literacy of our colleagues.
- ensure our values and behaviours support a learning environment & attitude.

Goal 3 - We will take a strategic and sustainable approach to our existing homes and future development programme

We will:

- strike the right balance between the viability of whole schemes and the affordability of the homes we deliver, ensuring sustainable growth in everything we do.
- take a place-shaping approach, guiding how we build new homes and maintain existing ones, creating lasting communities that thrive.
- take a proactive approach to ensure we maintain the right homes in the right places, supported by thoughtful disposals where necessary.
- align our plans with the priorities of local and regional government and partner organisations.
- deliver our strategy through partnerships and joint ventures where appropriate.
- aim to go beyond minimum construction and energy standards, delivering homes that prioritise quality and efficiency.

strategy

Evolve

(We learn and improve)

The Evolve strategy has 4 goals:

Goal 4 - Transitioning to net zero carbon

We will:

- place energy efficiency at the forefront of our plans, ensuring maximum benefits for customers.
- maximise grant funding to support energy upgrades across customer homes.
- ensure all homes achieve at least an Energy Performance Certificate (EPC) rating of C by 2030.
- respond to evolving government guidance and emerging best practice, developing plans to work towards achieving net zero carbon emissions by 2050.



Completions to date, and future projections

	22/23 actual	23/24 actual	24/25 forecast	25/26 forecast	26/27 forecast	27/28 forecast	28/29 forecast
Completions	85	152	128	119	118	68	30

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