

# Helping people make a home

**2025 - 2030 Corporate Plan**  
Year 2 - 2026 - 27



## Introduction from the Chair and Chief Executive

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

**We've completed the first year of our 2025-2030 5-year Corporate Plan and delivered well against the plans and targets we had in place. As we move into the second year of the Plan, we intend to continue with the same approach.**

In 2025, our Chair, Kim Brear, stood down after completing her full term on the Board. We thank her for the leadership and support she has provided to the organisation.

Chris Simpson took over as Chair, commenting, "It was an honour to be appointed to this position - Leeds Federated is an organisation I have had a long connection to and admiration for. I will seek to lead the Board and support the organisation in the pursuit of its core purpose, to help people make a home."

Through our **Thrive** strategy, we're committed to providing safe, secure and good value homes for our customers. From the **£25.5m** we received in rental income in 2025/26, we invested **£13.8m** in maintaining and improving existing homes.

Currently **89%** of our houses are at the energy rating standard, EPC C. That's after investing **£0.2m** in energy efficiency improvements, helping customers to reduce fuel bills and improving the thermal performance of their homes. We have a plan to invest a further **£4.8M** to ensure all our houses attain this standard by 2030.

Through our **Engage** strategy, we have continued to strengthen how we listen and respond to customers and stakeholders. Our latest rolling 12-month average customer satisfaction for 2025/26 is **80.6%** (2024/25 79.4%).

All **12** Tenant Satisfaction Measures were broadly consistent during 2025/26 compared to the previous year 2024/25, in which we compared well against peers with results in the first or second quartiles.



Our learning portal, highlighting the learning from customer interactions, including complaints, is a key part of our approach to ensuring we improve where we need to and keep putting customers first.

And through our **Evolve** strategy, we are ensuring the organisation continues to grow and adapt. During 2025/26 we completed **100** new homes across the Leeds City Region — including **7** for social rent, **49** for affordable rent and **44** for shared ownership — representing a total investment of **£21.4m**, supported by **£4.5m** in grant funding.

This keeps us on track to deliver our ambition of **479** additional homes over the five-year period. Alongside building new homes, we're investing in our systems, digital capabilities and our people to strengthen resilience and efficiency for the future.

Life remains challenging for many customers and our services are geared towards providing support where we can, or signpost to other services where appropriate. We have built our capacity to provide that support over the last year, including in place-shaping activities, and we look forward to seeing that area develop in the coming year.

We're pleased with our progress, but not satisfied. There are many challenges ahead, and the Board is focused on responding to these to ensure we continue our long tradition of helping people make a home.

**Chris Simpson**  
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**

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## Our overarching Principles which apply across the Corporate Plan:

### Value for Money and social value

Social Value and Value for Money (VfM) are at the core of what we do and are about ensuring that our spending has a positive impact on our customers and the wider community.

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

VfM is not just about cost savings - it's about maximising the impact of every pound we spend, ensuring that our investments and activities create the greatest possible social value for our customers and the wider community in terms of social, economic and environmental outcomes.

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

We'll monitor and report on the Social Value and VfM of our work, including customer satisfaction, to demonstrate its impact.

### 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)

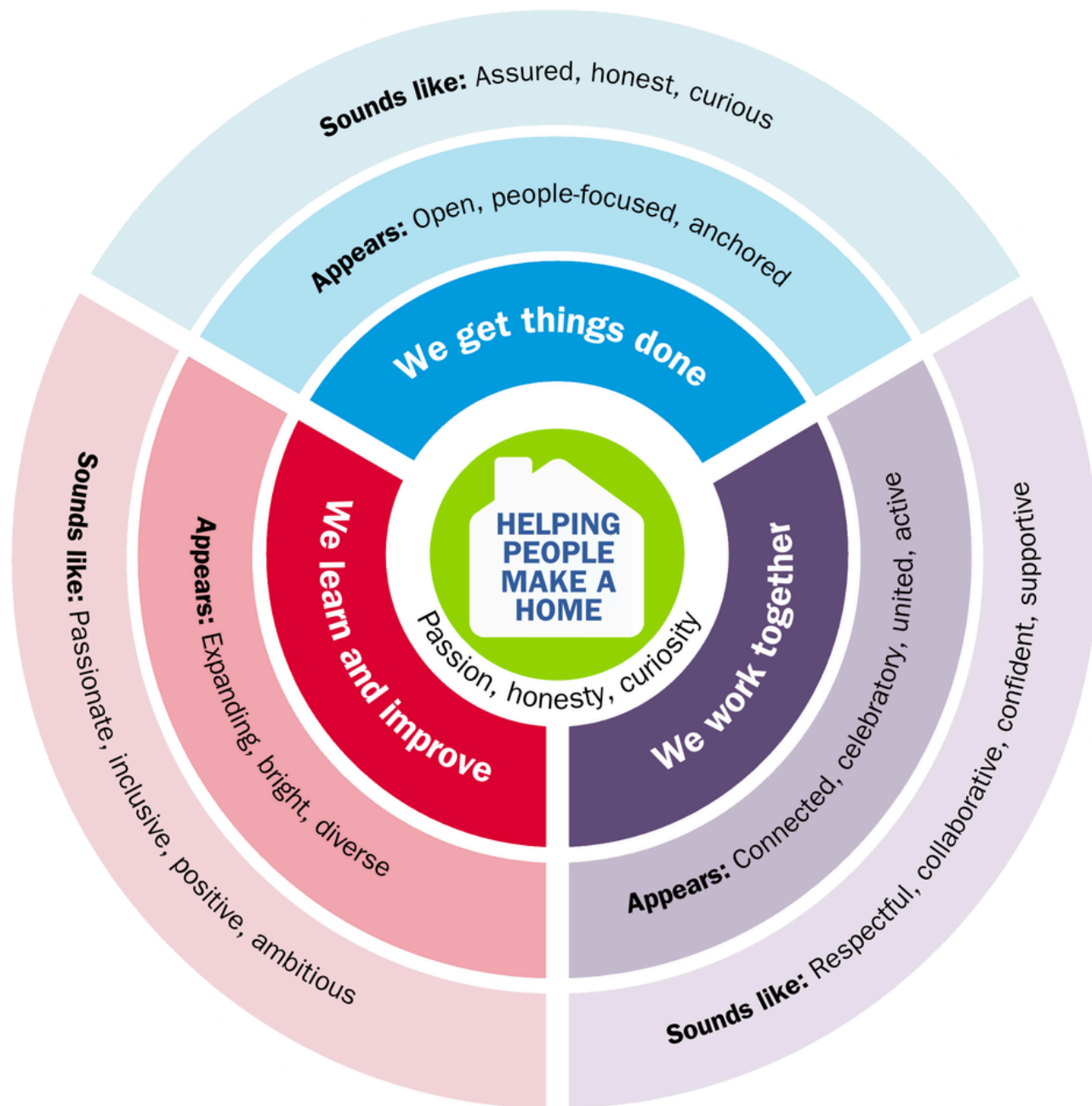
- We will build a culture embracing EDI because this is something we want to do, not something we have to do.
- Our EDI policy and priorities will be reviewed annually and we will report on progress made.
- We will increase awareness of EDI through formal and informal routes, with a focus on education 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)



# Thrive

strategy

(We get things done)

## 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 neighbourhood 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 2025/26, and targets for 2026/27 ~

Performance measure	Target 25/26*	Performance year to date 25/26**	Target 26/27*
Customer satisfaction that the landlord makes a positive contribution to neighbourhoods**	75%	71.2%	74.6%
Customer satisfaction with the landlord's approach to handling anti-social behaviour**	70%	70.2%	69.7%
Customer satisfaction with repairs service**	85%	77.9%	80.7%
Customer satisfaction with the landlord's approach to handling complaints**	70%	44.9%	45.1%
Void loss (24/25 figures up to Jan 25)	£289k	£262k	£289K
Gas services completed on time	100%	99.83%	100%
Operating margin - overall % (actual figure to Jan 26)	16.5%	16.2%	>15.4%
Social Housing Cost per unit	£5,750	£3904.53	<5,820%
Bad debts (24/25 figures up to Jan 25)	£197k	71.1%	<95%

\* 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  
 ~These are based on the Tenant Satisfaction Measures results. The target set is in comparison to other social landlords (excluding local authorities)



# Engage

strategy

(We work together)

## 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 2025/26, and targets for 2026/27

Performance measure	Target 25/26*	Performance year to date 25/26**	Target 26/27*
Overall customer satisfaction	80%	81.3%	80.6%
Customer satisfaction that we keep customers informed about things that matter	76%	83%	80.9%
Customer satisfaction that we listen to their views and act upon them	70%	74.8%	72.1%
Customer satisfaction that we treat customers fairly and respectfully	85%	86.8%	86.1%
Colleague satisfaction with their experience of Leeds Federated as a whole	83%	86.2%	83%

\* Target is based on first quartile performance on peer group

\*\* year to date rolling 12 month average figures using latest available performance at the time of going to print



The graphic features the word 'Evolve' in a large, white, sans-serif font. To its right, the phrase '(We learn and improve)' is written in a smaller, white, sans-serif font. Above the 'Evolve' text is a white speech bubble containing the word 'strategy' in a red, sans-serif font. The background is a solid red color with faint, stylized silhouettes of three people in the lower half.

# Evolve

(We learn and improve)

strategy

## 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.

# Evolve (We learn and improve)

strategy

## 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, and align delivery to emerging Minimum Energy Efficiency Standards (MEES) requirements.
- 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 actual	25/26 forecast	26/27 forecast	27/28 forecast	28/29 forecast
Completions	85	152	128	119	118	68	30

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