LEEDS FEDERATED HOUSING ASSOCIATION

MINUTES OF THE BOARD OF MANAGEMENT MEETING held on 11th August 2026

Present: Chris Simpson (CSi) (Chair)
Helen Ball (HB)
Innocent Moyo (IM)
Kirsty Spark (KS)
Naseer Ahmed (NA)
Steve Dungworth (SD)

In attendance:
Matthew Walker (MW) Chief Executive
Jason Ridley (JR) Director of Finance and IT
Mark Donnachie (MD) Director of Assets and Development
Megan Henderson (MH) Head of Corporate Services
Michelle Collins (MC) Director of Neighbourhoods and Customer Experience
Rebecca Cook (RC) Head of Finance
Frances Harbour (FH) HR Officer (Minutes)
Cat Thomas (CT) Brand and Communications Manager (observing)

1	**Conflicts of Interest** 26.082 No conflicts were raised.	
2	**Apologies** 26.083 Apologies were received from Stephen Hepworth, Charlotte Green, David Royston.	
3	**Risk Review of Board Pack** 26.084 JR Introduced the Risk Review of Board Pack for discussion and said there are no proposed changes to risks. The comments have been updated to reflect emerging trends and continued external instability. JR said that the heatmap shows the difference between Raw and Current risks. CSi said that it would be preferable to have this information higher up in the report and said he would benefit from a session around risk with JR before the November Board meeting.	
	26.085 Action: JR to arrange an update session with CSi to take place before November Board to discuss this report and the provision of additional detail regarding the 'Heatmap' in the covering paper to show the impact of controls on Strategic risks.	**JR**
	26.086 CSi said that with strategic risks exceeding Board appetite, what is next in the journey. JR confirmed that the only risk which currently exceeds the Board appetite is Cyber Risk and that this is regularly discussed as to whether the appetite should be adjusted but that our current approach is to recognise the constantly evolving cyber risk environment and that it is appropriate for the risk to exceed the Board appetite to avoid complacency maintain our focus on this critical risk. 26.087 CSi said that it is the role of the Board to ask what lies beneath the headlines in various reports and be confident in this to enable Board to both support and challenge.	

	26.088 The Board reviewed and approved and approved the Strategic and Operational Risks noting that the Strategic Cyber risk exceeds the Board's Appetite.	
4	**Board Minutes and Matters Arising**	
4.1	Minutes of the Board Meeting 2 June 2026 26.089 Minutes were approved as a true and accurate record.	
4.2	Matters Arising 26.090 CSi thanked JR and the team for the additional stress report. CSi said that Item 4.1 25.078 regarding the remit of the customer voice panel refers to a 2025 date. MC said that this was an incorrect date and should be 2026. **Action: MC to correct date.**	**MC**
4.3	Schedule of key matters 26.091 All key matters were noted as on the agenda. Any changes or additions to be communicated to CSi, MW or MH.	
5	**Items for Decision**	
5.1	Annual Report to Board regarding Internal Controls and Risk Management 26.092 JR introduced report for discussion. JR said that this paper had been to Audit and Risk Committee in July where it was approved for recommendation to Board. The report sets out ways the Association manage risk with controls and provided illustrations of the consequences of a failure of a key control citing cyber risk and a clicked phishing link and a breach of loan covenants both of which would have very significant implications. CSi said the examples were helpful. 26.093 SD said this combined with Hydrogen provide much assurance around internal controls and asked about a section on policies and procedures. JR said that these are woven throughout but can look to include this as a separate category of control in next year's report. **Action: To consider creating a separate category of control concerning Policies in next year's report.**	**JR**
	26.094 SD said it would also be helpful to have 3 Lines of Defence (3LOD) assurance mapping and provide a summary table, SD said he would be happy to share his learning with JR in this area. **Action: JR to consider using assurance mapping to three levels of assurance within next year's report noting that Leeds Fed uses the 3LOD in its Risk Management Framework Policy.**	**JR**
	26.095 The Board considered the evidence and confirmed that acceptable levels of assurance exist over the systems of internal controls within Leeds Federated to form the basis of the annual statement within the annual Financial Statements.	
5.2	Annual Assessment against the Regulatory Standards and Code of Governance 26.096 JR introduced the Annual Assessment against the Regulatory Standards and Code of Governance for discussion. He said that the paper is a consolidation of two papers that went to Audit and Risk Committee. The reports are produced through Hydrogen but the standard reporting through Hydrogen is not ideal and Leeds Federated have commissioned	

DTP to do an assurance review. Leeds Federated is working with Power BI for a clearer reporting approach which JR hopes to share in November.

26.097 SD said that he was unable to read the appendices and the information would need to be in a different format if required by the regulator, JR outlined the transition to Power BI.

26.098 CSi discussed the considerable changes to consumer standards and that the Competency and Conduct Standard is also coming later this year again adding to the standards.

26.099 The Board discussed reference to low customer engagement. MC said that there were previously 5 involved customers which dropped to 2 and has again returned to 5. Customer engagement channels are being reviewed and a panel specifically to review policies and procedures is being introduced along with a Repairs and scrutiny group which has 15 members. A full plan for the year has also gone to Customer Experience Committee. CSi highlighted the importance of the customer voice and putting into action what is heard and be focused on outcomes.

26.100 NA asked if the Competency and Conduct Standard will be reported separately. The Board discussed that it would and this may be a mix of Governance and Remuneration Committee, Customer Experience Committee, and Asset and Investment Committee due to the cross over with service providers.

26.101 The Board approved the outcome of the self-assessment process and noted that Leeds Federated are compliant with the Regulator or Social Housing's Regulatory Standards and that Leeds Federated are compliant with the National Housing Federation Code of Governance.

26.102 The Chair closed the Leeds Federated Board Meeting

5.3 Leeds Federated Property Services AGM

The Board received the Annual Report for the year ended 31 March 2026

26.103 The Chair reopened the Leeds Federated Housing Association Board Meeting.

5.4 Report and Financial Statements for the year ended 31 March 2026

26.104 RC introduced the Report and Financial Statements highlighting the total comprehensive income is lower than last year due to borrowing cost and the increased surplus of asset disposals, there is also a £14k interest receivable adjustment. RC said following signing the statements will go to the auditors for signing tomorrow.

26.105 JR said it was a new style of accounts which are shorter than previous, HB said that she found the new format of the document easier to digest the information.

26.106 KS said that a clearance letter with no recommendations was impressive and the Board thanked RC and the team.

	26.107 The Board • **approved and signed the Report and Financial Statements for the year ended 31st March 2026 ready for adoption at the AGM** • **approved and signed the letter of representation** • **noted the final external auditors Completion Report which will be signed at the point of signing the Financial Statements.**	
5.5	Risk Management Framework Policy and Risk Register Review 26.108 JR introduced the Risk Management Framework Policy and Risk Register Review for discussion. JR said this was an opportunity for Board to review risk appetite and make changes. JR said that Leeds Federated have incorporated the Resilience Plan into the Policy as well as updated the Policy within the current corporate Tone of Voice template, details of specific changes are detailed in section 7.3 and 7.4 otherwise the report is based on the previous year's version. JR said risk 7 'Technology' Board appetite is balanced except for the Cyber risk element for with the appetite is Cautious. 26.109 CSi asked if appetite would ever differ between Housing Management and Development. JR said that Asset Management is currently open and therefore potential to move Development appetite to Hungry. KS said it would be a debate worth having and the regulator is wanting to see strategic debate for delivery models, but it would need to be in the context of business planning and affordability. 26.110 The Board discussed being responsive to what is happening in the wider world and the opportunities available and asked for various scenarios to understand the how numbers in development would impact the organisation. JR said that the Association has previously modelled different Development scenarios and that these can be refreshed and re-run for board consideration. MD said that it makes sense to look at this again with the external environment moving fast as part of the January Board strategic away day. **Action: Development scenarios to be produced to inform risk appetite debate for Development for the January 2027 Strategic away day.**	**JR**
	26.111 KS asked if it would also be possible to see the consequences of risk. JR said there are risk 'causes' and 'consequences' options within Hydrogen which has been used for some risks but not all. KS said it would be a helpful consideration to understand the impact. **Action: Risk 'causes' and 'consequences' for initially Strategic Risks to be documented within Hydrogen to aid member understanding of the impact of a risk event.**	**JR**
	26.112 The Board discussed the best time to have this debate on risk appetite for development and concluded this would be discussed at the Development session in November and Board Away Day in January. **Action: Consider any other areas of risk concern to allow debate and possibility of GN attending to discuss development.**	**JR**
	26.113 The Board reviewed and approved the Risk Management Framework Policy including any changes to the Board's risk appetite as well as reviewed and approved the Risk Register	

	subject to returning to risk appetite at the Development session and January away day and amendments from KS capturing causes and consequences.	
5.6	Health and Safety Policy and Health and Safety Self-Assessment 26.114 MH introduced the Health and Safety Policy and Self-Assessment for discussion. 26.115 NA asked about assurance in terms of internal audit and if this covers a whole spectrum of health and safety. JR said this is reviewed each year with internal audit, factoring in emerging trends and what auditors are seeing elsewhere, working through key elements. KS said there have been reasonable assurance this year from Menzies in testing the control framework. 26.116 NA asked about the responsibility for Board and Senior Leadership and asked how a breach would work in practise. CSi said it would largely depend on what happened and asked for the Association to bring cases back to Board to confirm to the extent things are progressed up the chain. **Action: Examples of Health and Safety breaches in practise to be bought to Board.**	**MH**
	26.117 In response to NA query, CSi said the demonstration of visible leadership and the four bullet points in the policy outline the Board's responsibility. KS gave a hypothetical example of a decision made by the Board to cut resources knowingly increasing risk which led to a health and safety breach could lead to gross negligence. 26.118 SD said it was a good paper and presentation from Gavin Prothero (GP) and that the new template has helped the report. 26.119 The Board discussed the consideration of Health and Safety scrutiny as part of the Asset and Investment Committee. **Action: Consideration of Health and Safety scrutiny at Asset and Investment Committee**	**MH / MDO**
	26.120 CSi said that compliance in key areas includes lift safety and asked that lifting equipment be added here. **Action: Lifting equipment added to lift safety key area**	**MH**
	26.121 CSi discussed the importance of being aware of what lies beneath performance information and this being a key area. **26. 122 The Board approved the Health and Safety Policy and noted the Health and Safety Self-Assessment.**	
5.7	Annual Self-Assessment against the Housing Ombudsman Complaint Code 26.123 MC introduced the annual self-assessment for discussion. This assessment has been completed through a comprehensive review with CG and working with the Resolutions team, once approved this will be submitted to the Housing Ombudsman.	

	26.124 NA said there is a perception that what Leeds Federated perceive as a complaint, the customer wouldn't necessarily and whether what constitutes a complaint should be defined. MC said that the Housing Ombudsman advises that any expression of dissatisfaction is a complaint and would advise against defining this due to a possible conflict with the Housing Ombudsman. The Association is starting to look at if a customer has asked for something before, if so, it can be a service request, but any expression of dissatisfaction needs to be treated as a complaint. 26.125 KS said that some areas of section 2 did not have a response **Action: MC to check all boxes have responses in before sending.** 26.126 The Board discussed the triangulation of the learning report, TSMs and complaints. MC said that Acuity have outlined more work to look at service requests vs complaints and linking together. MC discussed how the Association is beginning to look at themes and root causes rather than every piece of feedback. There are currently hundreds of learnings identified which will be summarised. 26.127 HB asked if 44.8% was reasonable. CSi said that it is reasonable in the sector and many organisations have this and below. MC said that the Association is in the top median or upper quartile in most TSMs. 26.128 HB asked about resources in complaints. CG has asked senior management to consider the centralisation of complaints as a lot of providers do and there is a further paper going to Leadership in August. **26.129 The Board** • **reviewed and approved the self-assessment against the Housing Ombudsman's Complaints Handling Code.** • **agreed the response to the annual complaints and service improvement report.**	**MC**
5.8	<u>Board Dates</u> 26.130 MH highlighted proposed changes to March 2027 Board and May 2027 Customer Experience Committee and confirmed updated invites would be sent. MH asked for any feedback on dates prior to the 1 September. **26.131 The Board** • **reviewed and approved the Board and Committee dates for 2027/28 subject to feedback received by 1 September.** • **noted the arrangements for meetings in 2027 and 2028.**	
5.9	<u>Approval of Development Outturn Reports</u> 26.132 MD introduced the development outturn reports for discussion. MD said the two relatively small schemes of 11 homes each were delivered successfully and that both schemes outperformed their original forecasts. MD said that the homes in Kirklees are slightly over target on the time to sell, due to the use of a local estate agent, with limited success. 26.133 NA asked about the defects point at the Seacroft development and if there are any concerns. MD said that the defects are all resolved but the	

	Developer was slow to act on some occasions and that Equans had had been used instead to resolve, and that the Developer was charged back for the works. 26.134 HB asked about the review of new schemes after 12 months for any lessons to be learnt as part of a 365 review. MD said that the Association does this around defects identified in the first 12 months. HB asked about asking customers for their thoughts on EV charging points and integrated appliances, MC said this outturn report is post 12 months, but the Association also engages customers in transactional surveys for this sort of feedback which could be added to the outturn report. HB said additional feedback around excessive heat in the home and access to green spaces would be helpful. **Action: MD and MC to look at introducing feedback from transactional surveys into Development outturn reports** **26.135 The Board** • **noted the Hanging Heaton S106 scheme and Seacroft Hospital Ph3 Scheme Outturn Reports.** • **noted the outturn NPV financial performance for both schemes exceeded the original project approval parameters/ assumptions.**	**MD/MC**
6	**Performance**	
6.1	Performance Update 26.136 MC introduced the Quarterly Performance Results Q1 2026/27 report for discussion. The report highlights that 71 of 99 KPIs are within target and Customer Experience Committee did a comprehensive review. An action was taken to look at planned maintenance and the phasing of work as well as the impact of vacancies in the Neighbourhood's team on performance in that team. 26.137 SD said that he was pleased with the pilot view although there is still more refinement needed, the last measure around Health and Safety could include damp and mould. **Action: Health and Safety measure to include damp and mould** 26.138 CSi said that overall satisfaction is dipping, while this is less than 3%, on the graphic it looks significant. MC said with the move to Acuity, a different person than a customer is used to phoning may get different results, there have also been 7 vacancies in the Neighbourhood's team across Q4 and Q1 and customer's Neighbourhood Officers are important to them, but the Association is not complacent with this. 26.139 MC discussed the benefits of the move to Acuity in terms of insights, sentiment analysis and net promoters allowing the Association to drill down into key pieces of information. MC said the images in the report as snapshots of the Power BI dashboard, it is a live dashboard, and a live demo can be done for Board. **26.140 The Board** • **noted overall assessment of performance** • **noted assessment of adverse performance results on the probability or impact relating to one or more strategic risks**	**MC**

- **approved conclusion that existing or proposed actions for improvement are adequate and that the scoring and control frameworks for highlighted risks do not require review at the present time based on these performance results.**

6.2 Financial Performance Report

26.141 RC introduced the Financial Performance Report for discussion. The report shows a favourable operating margin of 21.4%; there are time delays in spend and unpredictability in reactive works. Leeds Federated will receive a council tax rebate for Pepper Hills. There is a 25% service charge underspend which has been written off as there is no way to allocate this back to customers.

26.142 NA asked about being behind budget but the generated of more sales. RC said this is due to selling properties quicker than planned at Sugar Hill and when the budget catches up to when these sales where assumed it will even out.

26.143 KS asked about voids at nearly 20% over at Q3. RC said that some voids are being deliberately held for decants and Leeds Federated is monitoring the value for money in holding these empty and confirmed this was a management decision rather than a lettings issue.

26.144 CSi asked about the operating margin of 21%. RC said that it is believed by year end the Association will still be ahead, but the figure will end closer to 16%.

26.145 The Board reviewed and noted the Q1 Management Accounts Pack

7 To Note

7.1 CEX Report

26.146 MW introduced the CEX report highlighting the broader range of topics than usual and MW discussed the activity housing led regeneration enquiry launched by Westminster which included a visit to Sugar Hill where GN did a presentation, and the customers did a tour. MW said that Lord Best spoke highly of Leeds Federated as did customers of Sugar Hill who were previously against the development and so this is something to be proud of.

26.147 MW said that committee membership for the Asset and Investment Committee was being looked at and that the committee is requiring a Chair and for Board to let MH know if they are interested.

26.148 MW and MC discussed that there was an issue identified by solicitors with regards to data being kept by managing agents but confirmed that Leeds Federated is compliant. MC said that Leeds Federated do not hold customer details internally for managing agent properties as the managing agents do. With regards to access to information, Leeds Federated has access at every request and has done tests on this. The out of hours procedure was slightly weaker on this but this has now been strengthened and access can now be obtained from the managing agent's out of hours details which we have updated with each

	provider. MC said that work with managing agents is ongoing with the housing regulation oversight Act and the new consumer standard competency and conduct and Leeds Federated has a detailed action plan to strengthen managing agent contracts. CSi said this can be an area of weakness in the sector and customers are unaware of the relationships so it is important to be doing this work and would like to see more detail. **Action: Provide update on manging agents at next meeting**	**MC**
	26.149 MW discussed recruitment to Board, and the previous recruitment was unsuccessful. The next recruitment will be in September with a more targeted approach. Colleagues have been looking for customers who may be interested who would then go through the interview process.	
	26.150 KS asked about mutual exchange and RSH and if this matter was closed. MW said that Leeds Federated responded at all questions and had not received a response. MW said he was meeting with the auditor tomorrow and will check if anything further is needed regarding mutual exchange.	
	26.151 KS said that Awaabs Law 2 is close and MD discussed that Lucy Redfern (LR) had demoed a new dashboard. The Board requested that the update comes as a demo of the new dashboard as well as a report. The Board discussed dealing with new areas such as extreme heat and how this links to hazards and HHSRS without losing sight of where the law originated. **Action: Awaabs Phase 2 demo and report to be bought to next Board**	**MD**
	26.152 The Board noted the Chief Executives Report	
7.2	<u>Report from the Chair of Audit and Risk Committee</u> 26.153 JR introduced the report. CSi asked if the report matched members of Audit and Risk committee's experiences, KS and HB confirmed that it did.	
	26.154 The Board noted the report from the Chair of Audit and Risk Committee to Board.	
7.3	<u>Board Effectiveness Report</u> 26.155 MH introduced the Board Effectiveness Report for discussion and thanked Board Members for completing the survey. MH said the survey was new this year following feedback to collate something with more comments. The Board discussed the report and concluded that the information should be collated and put into action plans with each committee to have their own plan and for Chairs to consider and progress the plans.	
	26.156 KS said that one of the factors was around diversity of the Board which needs to be considered with recruitment.	
	26.157 CSi said that it was good to get honesty and that members feel it is safe to be honest. **Action: Draft action plans form the survey comments to discuss at Chairs group for Governance and Remuneration Committee oversight and progressed as appropriate at development and strategic away days.**	**MH**

	26.158 The Board considered the Effectiveness survey feedback and agreed actions to be taken forward.	
7.4	Financial Standing Orders & Procurement Update 26.159 RC introduced the Financial Standing Orders and Procurement Update for discussion and said the report had been prepared with procurement consultant Dan Gibson incorporating social value. There are a number of updates made to the financial standing orders and appendices. **26.160 The Board** • **noted the updates to the Financial Standing Orders and Appendices** • **noted the Procurement Update**	
8	**Minutes for Information**	
8.1	26.161 Draft Audit and Risk Committee Minutes 14 July 2026 were noted.	
8.2	26.162 Customer Experience Committee Minutes 5 May 2026 were noted. 26.163 SD said that producing a one-page summary had been discussed at this meeting. **Action: One page summaries to be discussed at the next Chairs Group**	**MH**
8.3	26.164 Closed session Board Minutes 2 June 2026 were noted.	
9	**Any Other Business** 26.165 CSi said that this was IM's last Board Meeting and thanked him for his contributions and commitment from the Leeds Federated Board and customers. IM thanked the Board for their support and said it had been a pleasure to work alongside the Board. 26.166 The Board confirmed there was no other business.	
10	**Date of next meetings** AGM: 17 September 2026 5pm Zoom Board Meeting: 10 November 2026, 5pm, Weetwood Hall Board Development Day Friday 20 – Saturday 21 November	