Engage

Attract, retain and develop a healthy, effective, and diverse colleague team that engages with the organisation
- o we enable colleagues to access learning and development resources so that they have the skills and knowledge to do their job professionally and effectively
- o we maintain Leeds Federated as a values-led organisation that people want to work for, stay working for and enjoy working for
- o we encourage an approach of high support and high challenge performance management
- o we encourage a culture of storytelling internally so we can share and celebrate how we all help people make a home

Engaging with customers
- o we encourage and expand opportunities for customer engagement and influence across the business, so that residents have a meaningful voice in decision making
- o we maintain a focus on our tone of voice, to ensure customers are treated with dignity and respect (Challenger Panel Priority)
- o we seek to tackle the stigmatisation of social housing customers and their neighbourhoods in our communications and in our engagement work (Challenger Panel Priority)
- o we seek to be proactive in our engagement with customers, driven by good quality data on their circumstances and needs
- o we ensure our work in neighbourhoods is visible to customers (Challenger Panel Priority)

Listening and learning
- o we seek to improve our approach to resolving customer complaints and responding to feedback
- o we work jointly with other organisations where possible to maximise quality, learning, and value for money

Maintain a highly satisfied customer base and colleague team
- o we work to ensure that customers are highly satisfied with services delivered by Leeds Federated
- o we focus on colleague well-being, enabling individuals, teams and the organisation to be their best and provide good quality services
- o we focus on embedding our values, rewarding and recognising positive behaviours that meet our culture and purpose

Collaborate with stakeholders to achieve the best outcomes for the business and for customers
- o we work with and learn from partners and stakeholders to improve and strengthen our approach
- o we seek to strengthen our communications offering to customers and stakeholders and share our good news stories

Demonstrate value for money to our customers
- o we are transparent about our performance and areas for improvement, so that customers can assess the value for money they receive

Attract, retain and develop a healthy, effective and diverse colleague team that engages with the organisation

Headline Performance Measures	Related Strategic Risks
S031: Average working days lost to sickness by WTE S032: Average working days lost to short term sickness by WTE S033: staff turnover (%) E0XX: Quarterly conversations published E0XX: Values and behaviours NEW: Professionalisation of Roles	12. Behaviours don't meet organisational standards or expectations 23. Poor perception of service quality and/or Value for Money 27. Underperforming staff 28. Poor stakeholder perceptions impact reputation and influence

Engage with Customers

Headline Performance Measures	Related Strategic Risks
TSM TP06: Proportion of respondents who report they are satisfied that their landlord listens to tenant views and acts upon them TSM TP07: Proportion of respondents who report they are satisfied that their landlord keeps them informed about things that matter to them E001: Proportion of customers using MyAccount	17. Non compliance with Regulatory Standards 23. Poor customer perception of service quality and /or value for money

Listening and Learning	
Headline Performance Measures	**Related Strategic Risks**
S0XX: Mandatory training completed TSM TP06: Proportion of respondents who report they are satisfied that their landlord listens to tenant views and acts upon them TSMs CH01a/b: Complaints relative to size of landlord TSMs CH02a/b: Complaints handled within Complaint Handling Code timescales TSM TP09: Satisfaction with complaint handling	23. Poor customer perception of service quality and /or value for money

Maintain a highly satisfied customer base and colleague team	
Headline Performance Measures	**Related Strategic Risks**
E003: Culture Index E017: Satisfaction with experience of Leeds Federated as a whole S033: Staff Turnover % All satisfaction-related TSMs and other satisfaction KPIs	12. Behaviours don't meet organisational standards or expectations 23. Poor customer perception of service quality and/or value for money 27. Underperforming staff

Collaborate with stakeholders to achieve the best outcomes for the business and customers

Headline Performance Measures	Related Strategic Risks
	13. Strategic goals not delivered due to Board action / non action 17. Non-compliance with Regulatory Standards 23. Poor customer perception of service quality and/ or value for money 28. Poor stakeholder relationships impact reputation and influence

Demonstrate value for money to our customers

Headline Performance Measures	Related Strategic Risks
E010 – Customer satisfaction with VfM of rent E012 – Customer satisfaction with VfM of service charges	23. Poor customer perception of service quality and/ or value for money

Specific Plans for 2024/25 (non-BAU)	
We will be transparent about our performance and areas for improvement so that customers can assess the value for money they receive	Service Charge Project Community based approach will highlight areas where we may need to improve
We will enable colleagues to access learning and development so they have the skills and knowledge to do their job professionally and effectively ○	Professionalisation of roles Move to Cintra Cloud to better track learning and development Improvements to mandatory learning tracking
We will maintain Leeds Federated as a values led organisation that people want to work for, stay working for and enjoy working for	Colleague circle refresh / relaunch Actus template updates Promote recognition module
We will encourage and approach of high support and high challenge performance management	Re-set approach Oasis leadership development programme
We will encourage a culture of storytelling internally so we can share and celebrate how we all help people make a home	Comms gap analysis delivery with support of all colleagues

Specific Plans for 2024/25 (non-BAU)	
We will encourage and expand opportunities for customer engagement and influence across the business, so that residents have a meaningful voice in decision making	Revised customer engagement options
We will maintain a focus on our tone of voice, to ensure customers are treated with dignity and respect (CP Priority)	All new / updated policies and procedure will be reflecting the Tone of Voice training
In out communications and in our engagement work, we will seek to tackle the stigmatisation of social housing customers and their neighbourhoods	Revised customer engagement options, including a scrutiny review with CP
We will be proactive in our engagement with customers, driven by good quality data on their circumstances and needs	**We are hoping to utilise the new customer communication channels/multi-channel contact option project Analysis of data and learnings from complaints/satisfaction/data and other sources**
We will make our work in neighbourhoods more visible to customers	Community based approach
We will improve our approach to resolving customer complaints and responding to feedback	New Complaint coordinator and sharing learning from complaints

Specific Plans for 2024/25 (non-BAU)	
We will work jointly with other organisations where possible to maximise quality, learning and value for money	Connect housing
We will work to ensure that customers are highly satisfied with services delivered by Leeds Federated	Community based approach Analysis of data and learning from complaints/satisfaction/data and other sources
We will focus on colleague wellbeing enabling individuals to be their best and provide good quality services	Continue to embed and use WeThrive Actus template changes
We will focus on embedding our values, rewarding and recognising positive behaviours that meet our culture and purpose	Colleague circle refresh / re-launch IIP Action Plan Promote recognition module