



# ORGANISATIONAL STRATEGY

2022-2027



# Introduction

Leeds Jewish Housing Association (LJHA) is a not-for-profit Housing Association providing quality affordable rental and shared ownership housing primarily for the Leeds Jewish community. We are a small organisation with approximately 550 homes, half of which are for older people in sheltered accommodation, providing 24/7 on-site support. All of our properties are located around the LS17 postcode of Leeds within the Moortown and Alwoodley areas. Although small and local we certainly do not lack any ambition, striving to be the best we can possibly be, for our residents – enabling them to succeed in every aspect of their lives.

LJHA was founded in 1953 by forward thinking, and philanthropic members of the Jewish Community. We are extremely proud of our heritage, how we have evolved and grown since those early days, supporting several generations and of course the community to flourish in the past 7 decades.

We are extremely proud of everything LJHA have achieved and the wide range of services delivered by our dedicated team of staff who ensure our residents are at the heart of everything we do. To continue to do this for generations to come we also have a duty to plan for the future. Our strategy plan has been developed in consultation with our residents, staff and stakeholders. It highlights what is important to LJHA and provides priorities to focus our efforts over the next 5 years.

Here we explain our 5 strategic aims for the period 2022-2027, and under each aim, the actions we will take.

# Vision & Mission



We feel it is crucially important that all board members and staff share a common purpose for being part of our organisation as this helps guide the work we all do. This shared purpose is set-out in our 5-year Vision and Mission Statements.

## VISION

To be an exceptional Housing Association providing quality affordable homes, whilst making a positive impact and contributing towards a thriving Jewish community, for both young and old.

## MISSION STATEMENT

To continuously improve LJHA, in conjunction with our residents, focusing on providing affordable homes, quality services and support for all ages.

# Values

Our values are at the heart of everything we do, how we act, how we make decisions, how we work with others and how we behave:

## **LISTEN**

We hear what others say and consider all views before we act.

## **TREAT EVERYONE FAIRLY**

We give everyone equal consideration and value everything they do.

## **WORK AS A COLLABORATIVE TEAM**

Valuing inclusivity and celebrating diversity to deliver more for our residents.

## **COMPASSIONATE**

We care about the work we do, and how we treat the people we interact with.

## **EMPOWERING**

We support and empower our residents and colleagues to help them realise their full potential.

## **TRUSTED**

We are trusted to keep our promises, we deliver on what we say we will do.

## **ACCOUNTABILITY**

We will be accountable for our actions and communicate decisions with openness and transparency to our residents, staff and stakeholders. We take ownership for what we do.

# Good Governance

In order to deliver our Strategic Aims, LJHA must ensure it remains a dependable, healthy and well run organisation. In line with good governance, we always work to exceed our sectors regulatory requirements.

## **TO REMAIN WELL RUN:**

- We will ensure the organisation sets long-term financially sustainable plans
- We will abide by the National Housing Federation (2020) Code of Governance
- We will ensure there is a full Board and sub-Board structure in place supported by succession planning and training
- We will publish regular, Board approved, five year organisational strategies and ensure a business plan is reviewed and updated annually
- We will constantly evaluate both local and national influences to ensure we remain agile to opportunities while openly manage risks
- We will ensure we are fully aware of our responsibilities and act appropriately, legally, morally and financially



# Strategic Aims

Our 5 Strategic Aims are:

#1

**ENHANCING OUR EXISTING HOMES**

**OUR PLAN FOR THE FUTURE - ASSET MANAGEMENT**

#2

#3

**RELATIONSHIPS AND ENGAGEMENT**

**DEVELOPMENT AND GROWTH**

#4

#5

**ENVIRONMENTAL FOOTPRINT**

# Enhancing our Existing Homes

We want all our residents to feel warm, safe, and secure in our homes and feel confident that we are a caring landlord who will carry out repairs quickly and in a considerate manner. We will plan and deliver tailored major works programmes over the lifespan of our homes to keep them modern and fit for purpose.





# Our Commitments

- We will ensure we know the condition of all our homes to ensure they meet residents' needs.
- We will ensure our homes are safe and secure.
- We will communicate our plans clearly to residents.
- We will listen to residents and focus on what is important to them in their homes.
- We will set high standards for all our contractors in terms of quality and customer service, and monitor delivery of their services.
- We will proactively plan our major works programmes in accordance with residents' views and compliance legislation.
- We acknowledge that a responsive repairs service is crucially important to residents and as such we will constantly monitor its delivery and strive for continuous improvement.



# Our Plan for the Future - Asset Management



We have been building and maintaining homes for 70 years, we know that properties age and that lifestyles change over the years. At LJHA we are fully committed to ensuring all our properties remain highly desirable homes to live in and meet the ongoing needs of our existing and future residents.

If we believe change is needed, we will consider options and identify solutions, both subtle and bold, with the views of residents and the future sustainability of the organisation at the heart of all decisions.

# Relationships & Engagement



As one of the largest not-for-profit Jewish organisations within the Leeds Community, we aim to listen, communicate and engage effectively with our residents, staff and stakeholders.

It is important that anyone who comes into contact with LJHA has a good experience, so we aim to make a positive difference to the Leeds Jewish Community by supporting both individual residents as well as strengthening wider community cohesion.



# Internal Stakeholders

- Listening to all views before we act
- Enabling and empowering both residents and staff to inform the direction and decisions made by LJHA
- Constantly looking to improve the ways we deliver services in partnership with residents
- Restructuring services that we collectively agree need changing
- Using technology to improve communication
- Benchmarking ourselves against our best competitors
- Developing and supporting everyone to achieve their full potential





# External Partners

External Partners are individuals or organisations that we work with, who are not our residents or staff. The greatest success will be achieved by:

- Identifying groups and individuals to work with that are compatible with the values of LJHA
- Partnering with groups and individuals who bring tangible benefits to LJHA
- Developing a range of ways to effectively work and communicate with our partners
- Building effective, longstanding relationships
- Promoting and demonstrating the good work of LJHA



# Development & Growth

Our plan is to build and acquire more homes for the Jewish Community.

We will consider projects that are right for us and benefit the community in the future.



# Future Projects



When considering options to build or acquire new homes we will take into account:

- The mix of our current homes, ensuring we have wide variety of types to offer
- The future need for housing in the community
- The preferred location of the current Jewish community, now and in the future including considering homes away from Moortown and Alwoodley
- Affordability for both LJHA and our residents
- Opportunities to work with other community groups
- An openness to develop mutually compatible partnerships or joint ventures

We will remain agile to acquiring more homes, taking advantage of any opportunities that arise.

# Environmental Footprint

LJHA wants to play its part in helping the UK achieve its climate change goals. We appreciate that as a smaller organisation we won't be leading this change but will actively engage to ensure we keep pace with the sector's biggest opportunities to make a difference.

We understand that to decarbonise all our homes is a long-term aspiration that will need additional funding, but we also want to take the first short-term steps to start that journey.

We want to consult with and support residents along this path, both in terms of lifting and keeping residents out of fuel poverty. We will engage with residents around design and disruption when future technologies are adopted.





# Commitments

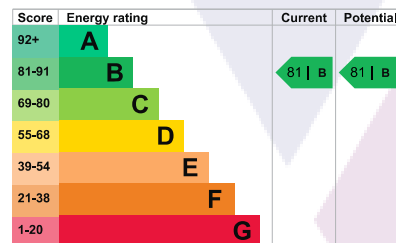
## Energy performance certificate (EPC)

Cherry Tree House Queenshill Avenue LEEDS LS17 6FE	Energy rating <b>B</b>	Valid until: 26 January 2032 Certificate number: 4912-2539-3250-1353-1226
---	---------------------------	--

Property type	Ground-floor flat
Total floor area	49 square metres

### Energy efficiency rating for this property

This property's current energy rating is B. It has the potential to be B.



We commit to:

- Ensuring we know the environmental performance of our housing stock
- Bringing in specialist skills and expertise required to identify and develop the right solutions
- Bid for additional public sector funding for our poorest performing housing stock
- Support those residents living in fuel poverty
- Meet the government targets for all stock to achieve Energy Performance Certificate (EPC) Rating C as a minimum by 2030
- Develop long-term plans to achieve government targets to eliminate carbon emissions from our organisation by 2050

# Measure of Success

## How will we know how well we are progressing?

Some of our goals are more readily measurable than others and here we identify the aspects of our organisational performance we can measure and the performance levels we seek to achieve:

### ENHANCING OUR EXISTING HOMES

KPI	Target 22/23	Target 23/24	Target 24/25	Target 25/26	Target 26/27	Target 27/28
% of residents satisfied with the most recent repair	95%	95%	95%	96%	96%	96%
% of all reactive repairs completed within target time	97%	97%	98%	98%	98%	98%
% of property safety checks completed in timescale	100%	100%	100%	100%	100%	100%
% of homes meeting the Decent Home Standard	100%	100%	100%	100%	100%	100%

### PLAN FOR THE FUTURE - ASSET MANAGEMENT

KPI	Target 22/23	Target 23/24	Target 24/25	Target 25/26	Target 26/27	Target 27/28
Relets as a percentage of stock (sheltered stock)	8%	8%	7%	7%	7%	6.5%
Relets as a percentage of stock (general needs stock)	10%	10%	9%	9%	9%	9%
Average relet time including major works (days)	25	23	22	21	21	20
Average relet time excluding major works (days)	10	9	9	8	7	7

# Measure of Success

## RELATIONSHIPS AND ENGAGEMENT

KPI	Target 22/23	Target 23/24	Target 24/25	Target 25/26	Target 26/27	Target 27/28
Overall Tenant Satisfaction with LJHA	70	74	78	82	86	90
Complaints relative to size of landlord (per 1000)	76	72	68	64	60	60
Complaints responded to within Complaint Handling Code	100%	100%	100%	100%	100%	100%
Staff satisfaction - overall average score	7.6	8	8.25	8.5	9	9.5
Ave staff sickness per FTE (days p.a.)	5	4	3.5	3	3	3



## DEVELOPMENT AND GROWTH - ENVIRONMENTAL FOOTPRINT

The achievement of some of our goals is hard to quantify within a traditional key performance indicator, in these areas the Board will receive regular reports on activities carried out in these areas, progress made and outcomes for tenants.

# Leeds Jewish Housing Association

Stonegate Way  
Queenshill Avenue  
Moortown  
Leeds LS17 6FD

**Telephone:** 0113 320 7777

**Email:** [info@ljha.co.uk](mailto:info@ljha.co.uk)

