

# 2025 Business Strategy

Delivering the Vision **2023 update**





# Welcome



Our tenants and customers are at the heart of everything we do and our vision 'to create confident communities' means that we deliver over and above the role of a traditional landlord.

With our 2025 milestone 'making real change through social outcomes,' we want to continue to build on our strong foundations and deliver quality, inclusive services that will have a positive impact.

Our Business Strategy sets out our priorities and targets, that we will work towards and help us achieve our 2025 milestone. We have completed our annual review and updated it to reflect the current operating environment.

The COVID-19 pandemic had a major impact on all of our lives and the current 'cost of living crisis' and wider economic pressures continue to present challenges and uncertainty for our customers and us as a business.

During 2022 we conducted our On Your Street initiative engaging with 32,000 households to gather further insight into the challenges faced by our tenants and customers, understand the issues that matter most to them and how we can best support them in future.

By ensuring our customers are at the heart of decision making, working collaboratively with our key partners and building new relationships with stakeholders, who share our vision, we will continue to enhance our services and help our customers face the future more confidently.



**Andy Wallhead**, Chief Executive

I hope you will support us as we continue on our journey to 2025 and beyond.

**Together, we are creating confident communities.**



# About us

**Established in 2005, we are West Yorkshire’s largest social housing provider with over 32,000 properties across Wakefield and our wider area of operation, across Yorkshire and North Lincolnshire.**

We provide more than just homes where people want to live, we support people to develop and live healthy, confident lives. We pride ourselves on delivering services for the good of our communities.

**Our tenants and customers are at the heart of everything we do and our vision ‘to create confident communities’ means that we deliver services over and above the role of a traditional landlord.**

As a large social housing provider, we are able to drive economies of scale, and deliver innovation and excellence across our services to ensure value for money and deliver the maximum benefit to our tenants.

Our business model is based on maximising our social dividend, the surplus remaining after our core housing functions have been paid for. It supports us to deliver our vision to create confident communities and go beyond the responsibility of a landlord.

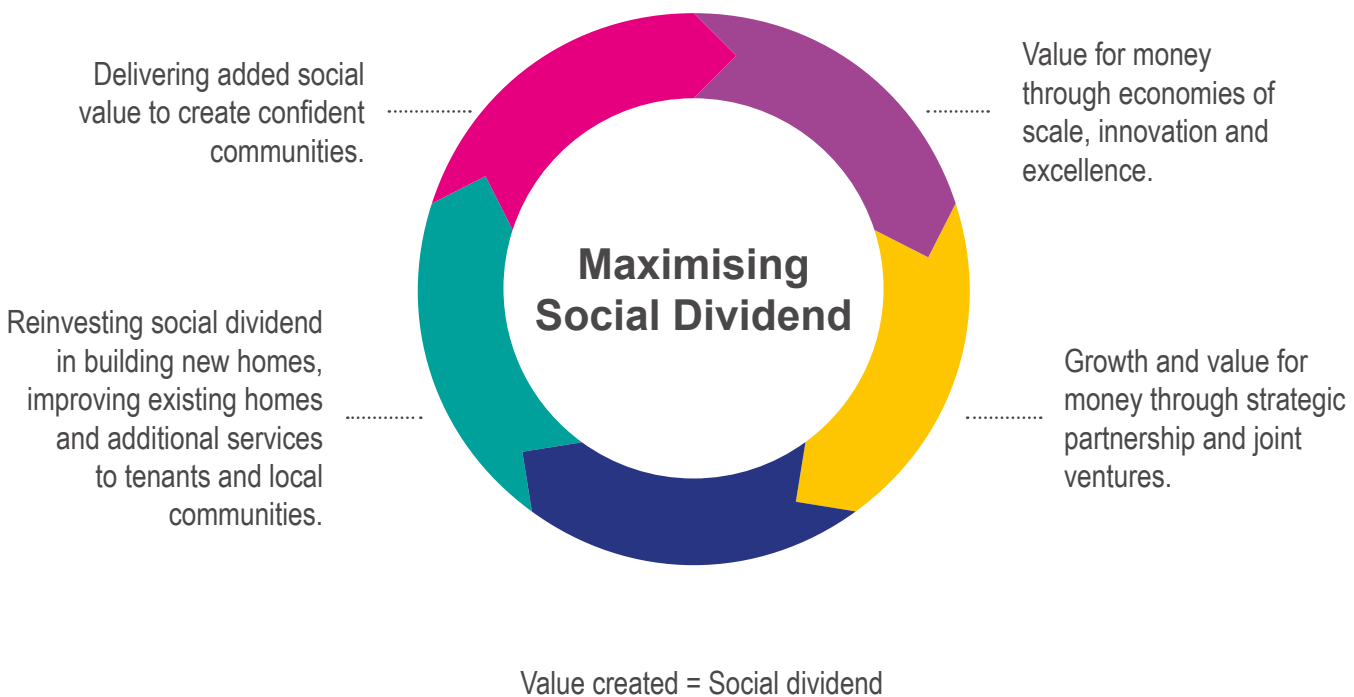
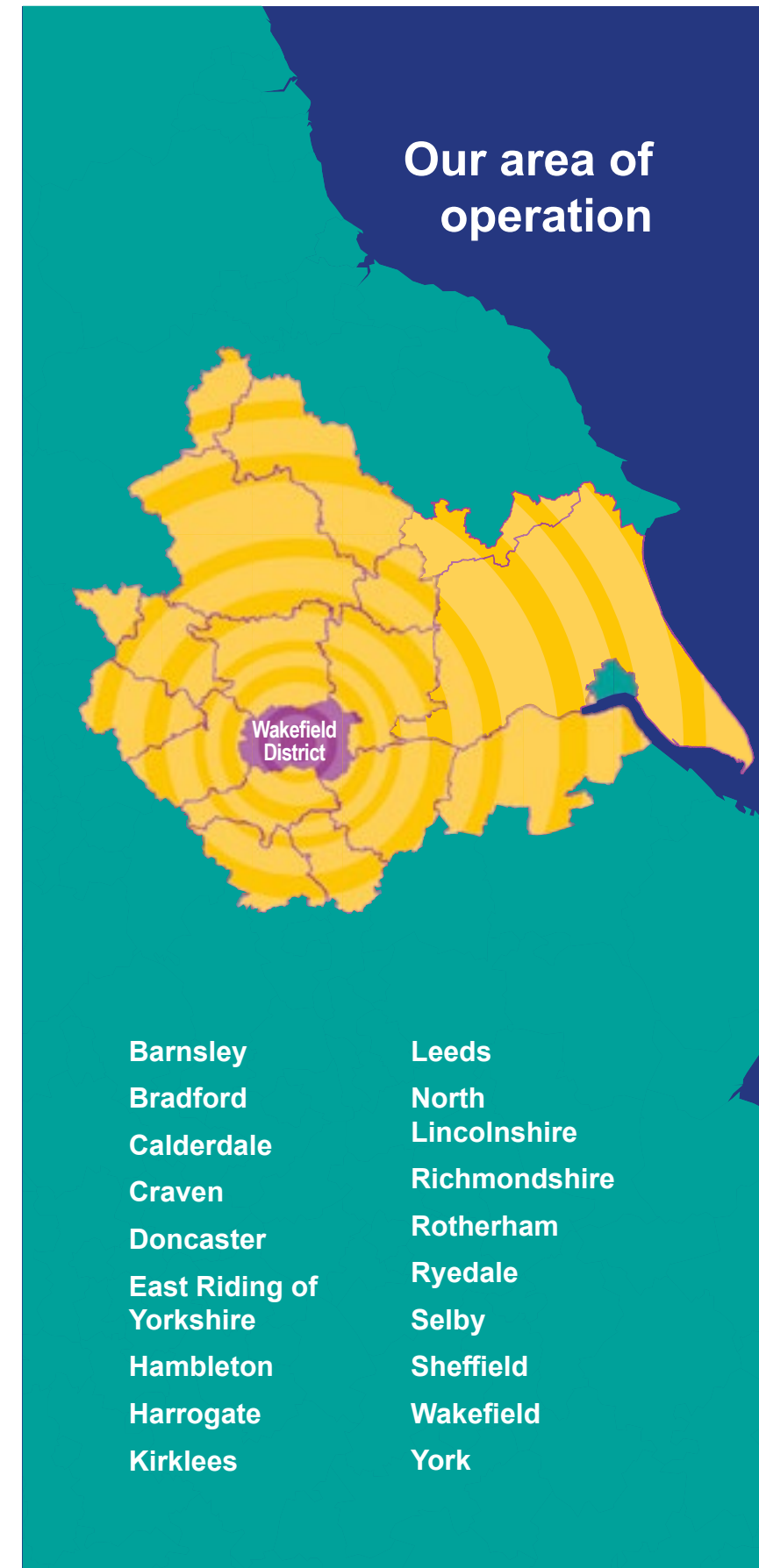
We reinvest the social dividend to build more homes, improve existing homes and provide additional services to tenants and communities, to provide better places for people to live.

Through strategic partnerships with Homes England and other delivery partners we are able to provide more new homes and achieve our growth ambitions.

Our joint venture with Wakefield Council, Bridge Homes Yorkshire (LLP) supports our drive to build new homes in Wakefield, delivering high quality properties for sale, rent, and shared ownership. The surplus from the venture is reinvested to provide more new homes across the district.

A number of other partnerships, including those with care and health partners, enable us to provide a range of additional services to our tenants and communities and support the delivery of growth and improved value for money. We work with a wide range of partners including Wakefield Council, West Yorkshire Police, Fire and Rescue and the NHS.

**Our approach will ensure we achieve our overall growth outcomes and continue to deliver added social value across our communities to achieve our vision to create confident communities.**

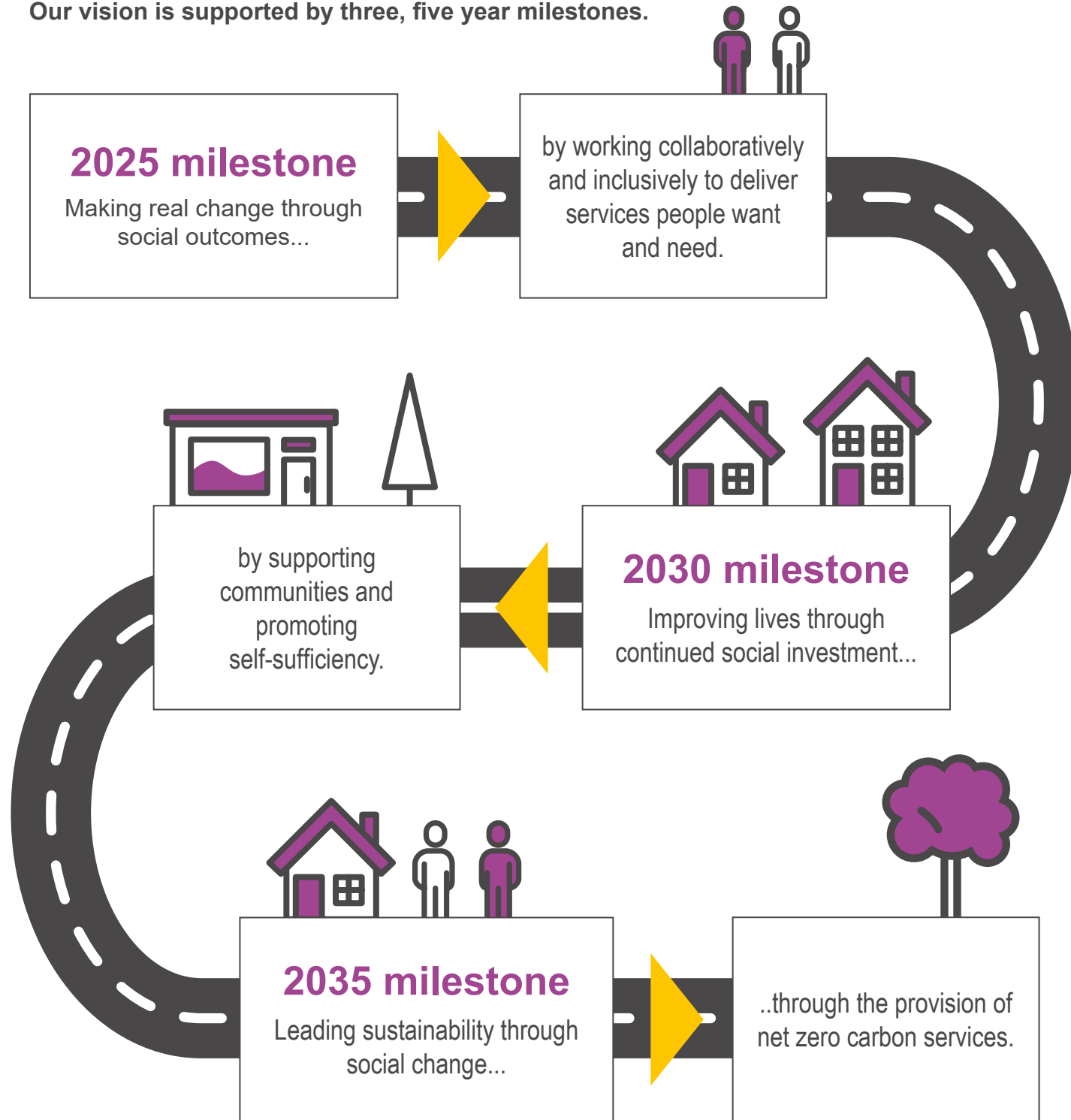


# Vision, mission and values

Our vision is to:

## Create confident communities.

Our vision is supported by three, five year milestones.



Our mission is to:

## Inspire...

our employees, tenants and partners to achieve their ambitions and deliver social change across our communities.

## Transform...

our neighbourhoods and services to ensure they are responsive and adaptive to future needs and demands.

## Promote excellence...

to ensure we continue to maintain the highest standards in all we do and increase customer, tenant and employee satisfaction.

Our values are to:

## Be creative...

in our approach to everything we do, challenging ways of working, introducing new innovations and learning from others, and integrating with partners to deliver services to our tenants and communities.

## Be inclusive...

in our approach, working with our tenants, communities and partners to care for our local communities and ensure fair access to locally delivered services.

## Work with integrity...

ensuring we are professional in all we do and honest and transparent in the decisions we take, listening to the views of our tenants and communities.





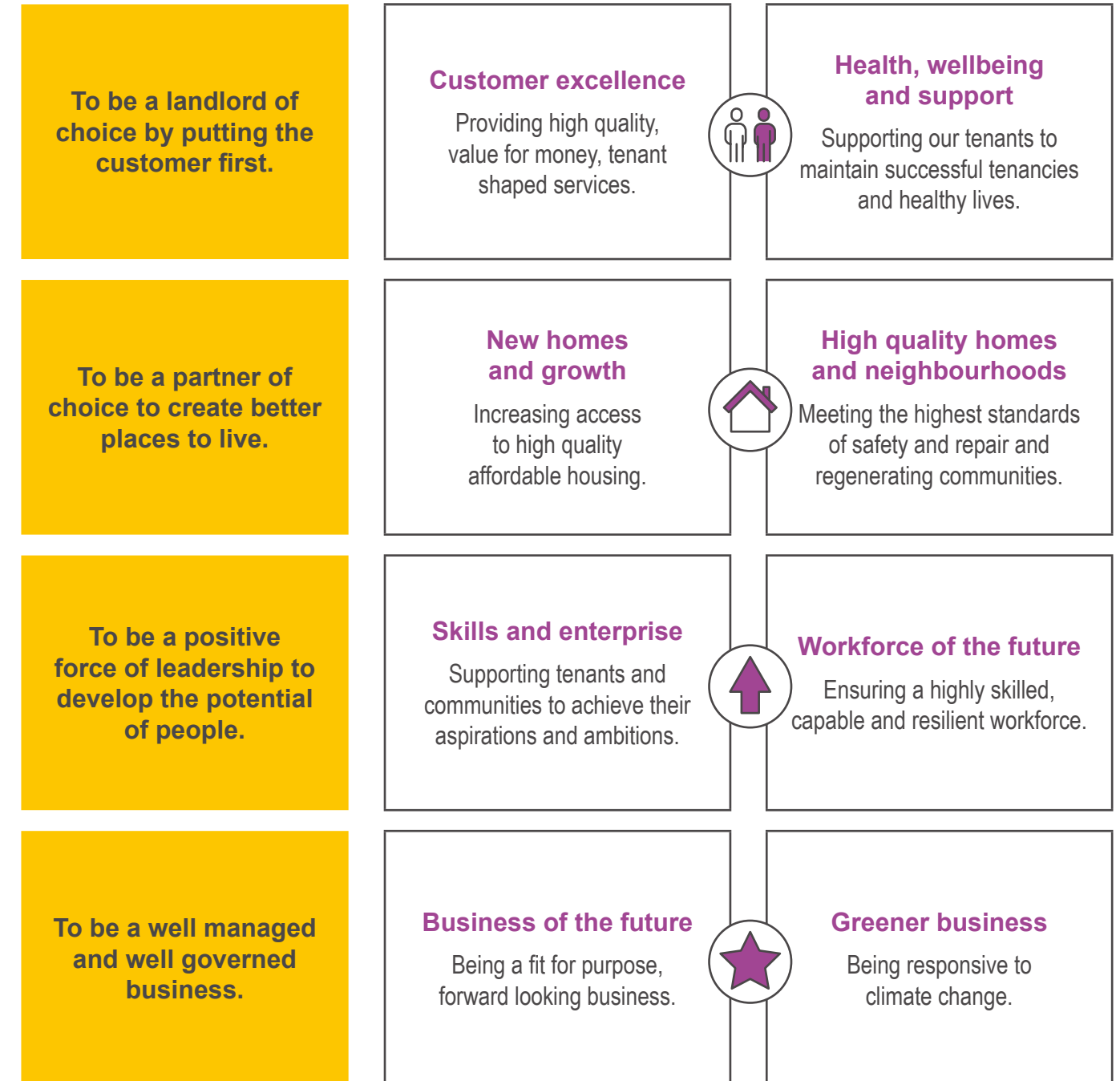
# Milestone to 2025



To achieve our 2025 milestone, we have set the following priorities aligned to our four strategic objectives.

### Strategic objectives

### 2025 milestone priorities





# Our 2025 milestone priorities

## Customer excellence

**Providing high quality, value for money, tenant shaped services.**

**Meeting the needs and expectations of all our customers, by involving them in shaping our service offer and providing opportunities to scrutinise and challenge our delivery.**

Our tenants and customers are at the heart of everything we do and we have a strong focus on delivering customer excellence. We retain the Customer Service Excellence standard which recognises our success in doing this.

We will continue to develop a service ethos that empowers employees to do what's right to deliver a great customer experience and high levels of satisfaction every time.

By using a multi contact channel approach and enhancing our digital offer, we will make it easier for our tenants and customers to access services in the way they want, when they want to.

Understanding our services from a tenant and customer point of view, and recognising their diverse needs and expectations, will help us to improve our services based on what matters most and ensure that we do what is right for them.



In 2021 we achieved Tpas exemplary reaccreditation for our approach to resident involvement.

We are taking action to continually improve our approach demonstrating our commitment to the proposals set out in the Social Housing Regulation Bill and the National Housing Federation's (NHF) Together with Tenants Charter, to ensure that we listen to the voices of residents.

### We will:

- improve the customer experience and access to our services through delivery of the WDH brand and an enhanced digital service offer;
- use customer insight to facilitate improvements to the customer experience; and
- improve our approach to tenant engagement, involvement and scrutiny of service delivery.

### Measuring our success

-  Overall tenant satisfaction.
-  Tenant satisfaction that rent provides value for money.
-  Tenant satisfaction with repairs.
-  Satisfaction with the way we listen to tenant views and act upon them.
-  Tenant satisfaction with complaint handling.
-  Retaining Customer Service Excellence standard.
-  Retaining Tpas accreditation.







# Health, wellbeing and support

**Supporting our tenants to maintain successful tenancies and healthy lives.**

**Providing the very best support to our tenants and those within our communities, to reduce inequalities and enable them to live fulfilling and healthy lives.**

We are passionate about supporting our tenants and customers to maintain their tenancies and live independently in their home.

Working with partners, including those across housing, health and social care, local government and the voluntary and community sector is key to what we do.

We continue to provide health and wellbeing services and financial support to help our tenants and customers to manage the challenges of the 'cost of living crisis' and support them to develop the skills and confidence to maintain a healthy household and sustain their property.

Through our care and health services and partnerships, including our work as part of the Wakefield Integrated Care Partnership, we provide access to support to help residents to maintain their health and wellbeing and ensure tenancy sustainment. We contribute towards and influence regional priorities to ensure that the needs of local residents are met.

Investment in quality housing and targeted support including assistive technology is essential in reducing the gap in health inequalities and will help reduce the financial burden on health and social care resources.

Our independent living schemes (ILS) continue to provide high quality accommodation and integrated support that meets the needs of our residents.

We also continue to invest in digital and assistive technologies to improve our health and wellbeing offer through our Care Link telecare services.

## We will:

- support our tenants to improve social mobility, financial awareness and inclusion;
- work in partnership to expand our offer of integrated health, wellbeing and support services;
- develop and maintain quality independent living schemes focused on integrated support; and
- invest in digital and assistive technologies to improve our health and wellbeing offer.

## Measuring our success



Tenants feeling supported to successfully maintain their tenancies.



High levels of tenancy sustainment.



Resident satisfaction with ILS.



Customer satisfaction with our Care Link telecare services.



Retaining TEC Services Association (TSA) QSF Accreditation for our Care Link telecare services.



# New homes and growth

**Increasing access to high quality affordable housing.**

**Working with partners to provide more new homes and increase access to high quality, affordable, sustainable housing.**



Our ambition is to deliver 2,000 new homes between 2020 and 2025. Developing the types of homes and tenures to meet customers need, taking opportunities where possible and there is a need, to provide homes for older person living and homes to accommodate larger family units.

The economic climate and challenges within the housing market mean our ambition remains challenging. However, our financial business plan will be kept under review to ensure it supports successful delivery.

We are proud to maintain Homes England Investment Partner status and continue with our strategic partnerships with Homes England and others including local authorities, other social housing providers and private developers to deliver new homes.

Our joint venture with Wakefield Council, Bridge Homes Yorkshire (LLP) supports our drive to build new homes in Wakefield, delivering high quality properties for sale, rent and shared ownership.

We want to build on the success of this, establishing further joint ventures and other delivery mechanisms, including our own development company, and attract additional external funding to enable us to provide more new affordable and private homes for sale.

Ensuring new homes are sustainable and environmentally friendly, meet the highest standards of energy efficiency and deliver reduced carbon emissions is important to us.

We continue to respond to legislative and regulatory changes to ensure that the homes we deliver meet Government energy efficiency and bio-diversity targets for new homes.

This includes developing more new homes using modern methods of construction, a number of which will be delivered as part of our Wave 3 Homes England programme 2021–2026.

## We will:

- continue to invest in a new homes development pipeline in line with the business plan;
- continue with and expand our partnership with Homes England for the development of new affordable homes;
- establish delivery mechanisms and seek external funding to further our housing growth aims and enable the provision of new affordable and private homes for sale; and
- build more new homes to Energy Performance Certificate (EPC) rating Band A and comply with the legislative requirements of the 2025 Future Homes Standard for reduced carbon emissions in new homes.

## Measuring our success



Number of new homes delivered.



More homes delivered to Band A EPC.



More new homes delivered through modern methods of construction.



Maintaining Homes England Investment Partner Status - Affordable Homes Programme.



# High quality homes and neighbourhoods

**Meeting the highest standards of safety and repair, and regenerating communities.**

**Providing safe and decent homes that go beyond the minimum standards of health and safety compliance and energy efficiency, working with partners delivering community regeneration to ensure sustainable neighbourhoods.**



We continue to invest in our homes to ensure they are of the highest standard of repair and health and safety compliant and proactively manage our estates and the green spaces we own within them, to improve the quality and safety of our neighbourhoods.

Our agreed Business Plan to 2025 includes planned investment of £153 million to maintain and improve our homes and neighbourhoods over the 2023 / 2024 and 2024 / 2025 period.

Our approach to investment based on a whole dwelling, whole street and whole estate approach, will maximise tenancy sustainment and secure the long-term sustainability of our homes and neighbourhoods.

Tenant engagement will play a big part in our approach to planning and undertaking work on our homes, to ensure we meet resident expectations and requirements set out in the Government's Building Safety Act 2022 and Social Housing Regulation Bill.

Ensuring electrical and gas compliance in our homes and improving fire safety across our high rise properties remain key priorities.

Our commitment to achieve EPC minimum Band C across our existing homes, where feasible, by 2030 remains a significant challenge. In March 2021, 14,000 homes were identified as falling below this level and we are taking a 'fabric first' approach to deliver the necessary improvements.

To support this agenda and current Government requirements to stop the installation of new gas boilers into existing homes by 2035, we are trialling alternatives such as air source heat pumps to inform our future approach to heating solutions within our homes.

Delivering community regeneration continues to be a significant focus and we are working with Wakefield Council and other partners to deliver a number of regeneration schemes across the Wakefield district, which will continue in the years ahead including Horsefair in Pontefract, Kirkgate in Wakefield, Knottingley and Ferrybridge.

## We will:

- maintain and improve the standard of our homes and tenant engagement to ensure our homes remain safe and meet customer expectations;
- improve the energy efficiency of our homes working towards a minimum EPC rating Band C across all existing homes, where feasible, by 2030;
- proactively manage our estates to improve the quality and safety of our neighbourhoods; and
- work with partners to deliver regeneration schemes across the Wakefield district.

## Measuring our success



Tenant satisfaction with the quality and safety of their home.



Continued health and safety compliance of our homes.



Further homes improved to EPC Band C.



Tenant satisfaction with their neighbourhood as a place to live and our contribution to it.



Tenant satisfaction with our approach to handling antisocial behaviour.



Retaining health and safety, technical services standards and accreditations.



# Skills and enterprise

**Supporting tenants and communities to achieve their aspirations and ambitions.**

**Improving and developing new skills, increasing access to training and employment opportunities and helping them to achieve their aspirations and ambitions in life.**

Ensuring opportunities for employment, which enable people to sustain their tenancies and support them to develop a sense of pride in their local communities is key to sustainable and confident communities.

We have a strong track record of supporting our tenants to develop their skills and ambitions.

Excellent relationships forged with partner organisations, including local schools and colleges, Wakefield Council Youth Services, Job Centre Plus, Wakefield Council Step Up and other local community groups and support services, have ensured successful delivery. We continue to build on that success.

The COVID-19 pandemic exacerbated employment issues and impacted on the aspirations of young people, making the need for supporting those adversely affected increasingly important.

We continue to support people into work, with our Training for Employment programme offering paid employment to support adults living in a WDH home and our Community Employment Advisors providing support to find training and employment opportunities and self employment support.

Working with partners to provide support to young people living in our homes and neighbourhoods, through programmes to help them develop employability skills and provide them with the life skills and knowledge they need for the future, remains important to us.

## We will:

- expand our training and employment offer to tenants and communities;
- work with partners to maximise opportunities to deliver social investment activities to raise the aspirations, ambitions and resilience of our customers and young people; and
- work with partners to support people into work and local business start-ups, business enterprise and innovation.

## Measuring our success



Tenants supported through our Training for Employment programme.



Tenants supported into training, employment and self employment opportunities.



Young people participating in initiatives to improve their aspirations and ambitions.







# Workforce of the future

**Ensuring a highly skilled, capable and resilient workforce.**

**Making sure we can face future challenges, with the right skills and capabilities to respond to the needs of our tenants and communities.**

Ensuring that the right people are in the right roles is critical to our success in delivering high quality services to our tenants and customers.

We are responding to the challenge of employee attraction by taking action to transform our approach to attraction, recruitment and retention and increasing diversity across our employee base.

The COVID-19 pandemic resulted in a dramatic change in our ways of working. Adopting a WorkSmart culture has improved workforce agility and is enabling us to remain responsive to changing customer needs.

We continue to deliver training and development to ensure employees across all services have the right skills and capabilities to support effective service delivery.

Succession planning is helping us to address the risk of losing leadership capability, ensuring a robust approach to developing talented potential future leaders.

Our approach to health and safety is well established and robust. We continuously review and improve working practices to ensure that our employees remain safe and protected at work and continue to place an emphasis on supporting employee wellbeing.

Investing in our people and ensuring high levels of employee satisfaction will be key to our continued success. We are proud to be recognised as an Investor in People, accredited under the new standard to silver award level, our ambition is to achieve gold status.

## We will:

- build our reputation as an employer of choice by transforming our approach to attraction, recruitment and retention;
- develop strategic leadership and change management capabilities;
- improve workforce agility and diversity to meet the needs of our tenants and employees;
- develop the skills and capabilities of our employees to support business need; and
- enhance our approach to employee health, safety and wellbeing.

## Measuring our success



WDH employee satisfaction.



Greater employee diversity.



A reduction in the gender pay gap.



Retaining IIP accreditation.



# Business of the future

Being a fit for purpose, forward looking business.

Maintaining strong financial health and good governance and actively reinvesting in our communities, demonstrating value for money.

Ensuring good governance and maintaining high levels of financial control is critical to our success in continuing to deliver high quality, value for money services to our tenants and customers.

Our governance and financial control remains strong and we continue our focus to maintain our regulatory G1 / V2 status.

Our business plan remains stretching and ambitious, maximising the level of funding committed to building new homes and reinvestment in existing homes, services and communities.

The drive to reduce costs base and secure value for money across all services, continues to ensure we are able to maintain an appropriate operating margin to deliver our ambitions and reinvest in our homes, services and communities.

Ensuring we continue to maintain our excellent track record of effective debt management and support tenants to prevent debt will be crucial to our ongoing financial health.


Effective IT plays a key part in supporting service delivery and we continue to invest in our digital and technological capabilities.


We remain focused on ensuring our corporate property portfolio is fit for purpose and supports the drive for net zero carbon business operations by 2030. Our approach to office rationalisation will help to reduce costs, carbon emissions and improved value for money over the longer term.


## We will:


- ensure high standards of governance to meet regulatory standards and maintain our G1 status;
- ensure high standards of financial stewardship to meet regulatory standards and maintain our compliant Viability regulatory status;
- transform our digital and technological capabilities to support the delivery of customer excellence; and
- ensure our corporate property portfolio is fit for purpose to support service delivery.

## Measuring our success

 Maintain our G1 / compliant Viability regulatory status.

 Reinvestment of social dividend in our homes, services and communities to deliver added social value.

 Achieving operating margin targets in line with the business plan.

 Low overall social housing unit cost.

# Greener business

Being responsive to climate change.

Taking a proactive approach to the climate change agenda to make a step change towards net zero carbon operations by 2030.

We remain committed to improving environmental sustainability and reducing carbon emissions, to ensure we meet our ambitions for our business operations to be net zero carbon by 2030.

In 2021 / 2022 we generated a total of 5,401 tonnes of carbon (CO<sub>2</sub>) and we remained focused on taking action in a number of key areas to further reduce our carbon emissions.

Improving the energy efficiency of our corporate offices and other buildings within the scope of our organisational carbon footprint, to reduce energy consumption will be key to our success.

Government commitments to end the sale of diesel and petrol vehicles by 2030, mean that we are developing plans for our vehicle fleet and looking to options for hybrid and electric vehicles when future vehicle lease contracts come up for renewal. Alongside this, we are also focused on improving our electric vehicle charging infrastructure.

Minimising waste and increasing re-use and recycling also remains high on our agenda.


Developing our approach to sustainable procurement will help us to improve our environmental sustainability and reducing our carbon emissions, ensuring we take steps to deliver improvements across our end to end supply chain.


If we are to be successful in achieving our ambitions and delivering services in a low carbon economy, we need to upskill and increase knowledge across our employees and customers and ensure continued focus on governance in respects of managing and improving our environmental sustainability.


## We will:

- ensure a green approach to business travel and commuting;
- improve energy efficiency and reduce energy consumption across our operations;
- improve resource efficiency across our operations by minimising waste and promoting re-use;
- develop our strategic approach to sustainable procurement; and
- develop our approach to training, engagement and governance in a low carbon economy.

## Measuring our success

 Reduced carbon emissions across our operations.

 Increased levels of recycling and reduced levels of waste through our waste transfer station.

 Increased emphasis on sustainability through our procurement of goods and services and our supply chain.

 Retaining Competence Management System Certification for environmental permit.



# Delivering our priorities to 2025

## Customer excellence

Providing high quality, value for money, tenant shaped services.

We will:	Key actions for delivery	2022 / 2023	2023 / 2024	2024 / 2025
Improve the customer experience and access to our services through delivery of the WDH brand and an enhanced digital service offer.	Complete a review of the WDH brand.	✓ Completed 2022 / 2023		
	Deploy digital technologies to enable a more joined-up and modern delivery of services. Increasing access to services for customers through channels of their choice and self-service.	✓	✓	✓
Use customer insight to facilitate improvements to the customer experience.	Agree new Customer Charter Standards aligned to the Together with Tenants Charter and regulatory tenant satisfaction measures.	✓ Completed 2022 / 2023		
	Develop our virtual customer panel to improve our approach to customer insight.	✓ Completed 2022 / 2023		
	Develop our approach to customer insight in line with the recommendations from our governance review.		✓	✓
	Carry out a customer segmentation exercise.		✓	✓
	Introduce a brand alignment monitor.			✓
Improve our approach to tenant engagement, involvement and scrutiny of service delivery.	Adopt the key recommendations of the Social Housing White Paper in respect of tenant involvement and scrutiny.	✓ Completed 2022 / 2023		
	Implement proposals from the review of Neighbourhood Panels to ensure improved local involvement in decision making.	✓ Completed 2022 / 2023		
	Explore options for a 'door step' tenant engagement programme.	✓ Completed 2022 / 2023		
	Implement the recommendations arising from Tpas assessment including tackling social housing stigma.	✓	✓	
	Improve tenant involvement and scrutiny in line with the recommendations from our governance review and regulatory expectations.		✓	
Accreditations	Retain Customer Excellence Accreditation.	✓	✓	
	Retain Tpas accreditation.	✓	✓ Reassessment due	✓

## Health, wellbeing and support

Supporting our tenants to maintain successful tenancies and healthy lives.

We will:	Key actions for delivery	2022 / 2023	2023 / 2024	2024 / 2025
Support our tenants to improve social mobility, financial awareness and inclusion.	Continue to monitor government policy in relation to UC to ensure plans are in place to support tenants transitioning to UC and support customers with the challenges of UC and financial issues.	✓	✓	✓
	Deliver the More Money in My Pocket project across the Wakefield district in partnership with Wakefield Council.	✓ Completed 2022 / 2023		
	Deliver the Healthier Wealthier Wakefield project across the Wakefield district in partnership with Wakefield Council.	✓	✓	
	Work in partnership with Wakefield Council Children's Services to develop support options for young tenants through the WDH Tenancy Ready team.	✓	✓	✓
Work in partnership to expand our offer of integrated health, wellbeing and support services.	Work with partners to enhance the Wellbeing and Mental Health Service offer to meet demand.	✓	✓	✓
	Work with partners to support the delivery of the community transformation agenda across health and social care.	✓	✓	✓
	Maximise partnerships with West Yorkshire health and social care system for mental health support.	✓	✓	✓
	Explore expansion of the Housing Co-ordinator service model with health partners.	✓	✓	✓
Develop and maintain quality independent living schemes focused on integrated support.	Deliver the independent living scheme Improvement Programme.	✓ Completed 2022 / 2023		
	Develop an enhanced independent living scheme offer to meet the needs of current and future customers.	✓	✓	
Invest in digital and assistive technologies to improve our health and wellbeing offer.	Explore wider partnership options to develop our digital assistive technology health and wellbeing service offer.	✓	✓	✓
	Agree options and implement digital platforms across our telecare service.	✓	✓	✓
Accreditations.	Retain TSA QSF Accreditation.	✓	✓	✓



## New homes and growth

Increasing access to high quality affordable housing.

We will:	Key actions for delivery	2022 / 2023	2023 / 2024	2024 / 2025
Continue to invest in a new homes development pipeline in line with the business plan.	Undertake site promotion and land acquisition to support the delivery of the five-year development pipeline.	✓	✓	✓
	Develop housing schemes focused on improving the housing offer for those aged over 55.	✓	✓	✓
Continue with and expand our partnership with Homes England for the development of new affordable homes.	Progress sites to deliver the Wave 2 Homes England programme of our new home development pipeline.	✓	✓	
	Progress sites to deliver the Wave 3 / Affordable Homes Programme (AHP) 2021 - 2026 incorporating MMC.	✓	✓	✓
Establish delivery mechanisms and seek external funding to further our housing growth aims and enable the provision of new affordable and private homes for sale.	Establish a development company.	✓	✓	
	Continue to pursue joint ventures with contractors, developers and local authority partners.	✓	✓	✓
	Take advantage of funding opportunities arising from partnership with West Yorkshire Combined Authority and Local Enterprise Partnerships within our area of operation.	✓	✓	✓
Build more new homes to EPC rating Band A and comply with the legislative requirements of the 2025 Future Homes Standard for reduced carbon emissions in new homes.	Respond to the outcomes of the 2025 Future Homes Standard consultation through the introduction of a revised specification for all tenures including shared ownership.	✓	✓	✓
	Appraise renewable heating solutions and agree options for future new build schemes in line with the Future Homes Standard.	✓	✓	
Accreditations.	Maintain Homes England Investment Partner Status - Affordable Homes Programme.	✓	✓	✓





## High quality homes and neighbourhoods

Meeting the highest standards of safety and repair and regenerating communities.

We will:	Key actions for delivery	2022 / 2023	2023 / 2024	2024 / 2025
<b>Maintain and improve the standard of our homes and tenant engagement to ensure our homes remain safe and meet customer expectations.</b>	Continue to deliver the 30 year investment plan across our homes and neighbourhoods and ensure our homes meet the Decent Homes Standard.	✓	✓	✓
	Implement our strategy to improve financial and housing management viability of under performing homes and properties.	✓	✓	✓
	Deliver the Building Safety Action Plan and building safety programmes to increase resident engagement and maintain high standards of health and safety for residents and continued compliance with the Building Act 2022.	✓	✓	✓
	Deliver improvement programmes across all WDH high rise residential buildings.	✓	✓	✓
<b>Improve the energy efficiency of our homes working towards a minimum EPC rating Band C across all existing homes, where feasible, by 2030.</b>	Deliver the rolling programme of sustainable energy efficiency solutions within all existing homes and increase tenant engagement to promote carbon reduction.	✓	✓	✓
<b>Proactively manage our estates to improve the quality and safety of our neighbourhoods.</b>	Establish and deliver a programme of improvements to the built and green environment across our estates.	✓	✓	✓
	Develop and implement a Green Space Framework to promote biodiversity and protect the environment across our estates.	✓	✓	✓
	Work with partners to enhance our approach to community safety and the management of antisocial behaviour.	✓	✓	✓

We will:	Key actions for delivery	2022 / 2023	2023 / 2024	2024 / 2025
<b>Work with partners to deliver regeneration schemes across the Wakefield district.</b>	Work with partners to explore options for the regeneration of Horsefair, Pontefract.	✓	✓	✓
	Work with partners to deliver the redevelopment of the former fire station site, Pontefract.	✓ Completed 2022 / 2023		
	Work with partners to deliver regeneration schemes at Kirkgate, Wakefield.	✓	✓	✓
	Work with partners to progress delivery of the masterplan for Knottingley and Ferrybridge.	✓	✓	✓
	Deliver the Tombridge Crescent regeneration scheme.	✓	✓	✓
	Determine the regeneration strategy in respects of non-traditional properties across our estates and neighbourhoods.	✓	✓	
<b>Accreditations.</b>	Retain health and safety accreditations relating to RosPA, CHAS and ISO45001.	✓	✓	✓
	Retain technical services standards and accreditations relating to NAPIT, GAS SAFE, NICEIC, QMARK, NPTA.	✓	✓	✓



**Skills and enterprise**

Supporting tenants and communities to achieve their aspirations and ambitions.

We will:	Key actions for delivery	2022 / 2023	2023 / 2024	2024 / 2025
Expand our training and employment offer to tenants and communities.	Develop and diversify the Training for Employment programme to offer 12 month placements with enhanced training and development, qualifications and progression.	✓	✓	✓
Work with partners to maximise opportunities to deliver social investment activities to raise the aspirations, ambitions and resilience of our customers and young people.	Redefine the schools and young people offer to reach a wider demographic throughout the district through local initiatives.	✓	✓	
	Identify funding opportunities to enhance the employment offer and to expand the reach of initiatives for young people.	✓ Completed 2022 / 2023		
Work with partners to support people into work and local business start-ups, business enterprise and innovation.	Improve the Community Employment offer by expanding the reach of the self-employment project through district wide delivery to support people to start and develop their own businesses.	✓ Completed 2022 / 2023		





## Workforce of the future

Ensuring a highly skilled, capable and resilient workforce.

We will:	Key actions for delivery	2022 / 2023	2023 / 2024	2024 / 2025
<b>Build our reputation as an employer of choice by transforming our approach to attraction, recruitment and retention.</b>	Explore options and implement an on-line recruitment solution to enhance the recruitment experience.	✓	✓	
	Undertake a reward review to inform our employee value proposition and attraction strategy.	✓	✓	✓
<b>Develop strategic leadership and change management capabilities.</b>	Implement revised strategic workforce plans.	✓	✓	✓
	Identify and develop potential successors as part of the Succession Planning Policy.	✓	✓	✓
	Implement leadership programmes.	✓	✓	✓
<b>Improve workforce agility and diversity to meet the needs of our tenants and employees.</b>	Continue to develop and review flexible and agile working.	✓ Completed 2022 / 2023		
	Implement actions to increase the diversity of our WDH employee base.	✓	✓	✓
	Deliver an apprenticeship programme aimed at attracting under represented groups and providing graduate roles.	✓ Completed 2022 / 2023		
	Develop and adopt a revised Technical Services resource plan and operating model.	✓ (Develop)	✓ (Adopt)	✓ (Adopt)

We will:	Key actions for delivery	2022 / 2023	2023 / 2024	2024 / 2025
<b>Develop the skills and capabilities of our employees to support business need.</b>	Deliver learning and development interventions to meet business need and individual skill and capability needs.	✓ Completed 2022 / 2023		
	Undertake assessments and deliver learning and development to ensure compliance with regulatory competency standards.		✓	✓
	Implement measures to increase the digital skills, knowledge and confidence of employees.	✓	✓	✓
<b>Enhance our approach to employee health, safety and wellbeing.</b>	Further embed wellbeing initiatives across the business and develop our employee wellbeing strategy.	✓ Completed 2022 / 2023		
	Introduce targeted initiatives to support employee mental health and wellbeing.		✓	
	Conduct employee health and safety risk audits and enhance our approach to behavioural health and safety.	✓	✓	✓
<b>Accreditations.</b>	Retain Investors in People - Version 6 Standard.	✓	✓ Reassessment due	✓



## Business of the future

Being a fit for purpose, forward looking business.

We will:	Key actions for delivery	2022 / 2023	2023 / 2024	2024 / 2025
<b>Ensure high standards of governance to meet regulatory standards and maintain our G1 status.</b>	Complete an externally facilitated governance effectiveness review and deliver actions to ensure continuous improvement in our approach to governance.	✓ Review completed	✓	
	Review and improve our approach to oversight and challenge of assurance in line with sector and regulatory expectations.	✓ Completed 2022 / 2023		
	Review and improve our approach to evidencing our impact on our tenants and communities through Environmental, Social and Governance, social value and value for money.	✓	✓	
<b>Ensure high standards of financial stewardship to meet regulatory standards and maintain our compliant Viability status.</b>	Deliver a financially viable and responsive 40 year business plan which is stress tested against different scenarios linked to our objectives.	✓	✓	✓
	Ensure robust financial planning and monitoring processes to deliver annual budgets in line with the business plan.	✓	✓	✓
	Ensure compliance with all covenants and reporting requirements.	✓	✓	✓
<b>Transform our digital and technological capabilities to support the delivery of customer excellence.</b>	Embed robust IT security and governance arrangements.	✓	✓	✓
	Provide secure, resilient and reliable technical infrastructure platforms.	✓	✓	✓
	Procure and deploy modern and resilient business applications.	✓	✓	✓
	Define our strategic approach to data governance, management and intelligence.		✓	✓
<b>Ensure our corporate property portfolio is fit for purpose to support service delivery.</b>	Investigate the rationalisation and function of corporate buildings.	✓	✓	
<b>Accreditations.</b>	Retain G1 / a compliant Viability Regulatory Status.	✓	✓	✓

## Greener Business

Being responsive to climate change.

We will:	Key actions for delivery	2022 / 2023	2023 / 2024	2024 / 2025
<b>Ensure a green approach to business travel and commuting.</b>	Implement our fleet plan to move our white vehicle fleet to hybrid or electric vehicles.	✓	✓	✓
	Develop our approach to electric vehicle charging infrastructure across WDH to support service delivery.	✓	✓	✓
<b>Improve energy efficiency and reduce energy consumption across our operations.</b>	Review and improve the energy efficiency of buildings within the scope of our organisation carbon footprint.	✓	✓	✓
	Review options to procure renewable energy through corporate energy contracts.	✓	✓	✓
<b>Improve resource efficiency across our operations by minimising waste and promoting re-use.</b>	Implement measures to ensure a resource efficient office environment.	✓ Completed 2022 / 2023		
	Implement actions to increase reuse, waste reduction and recycling of waste managed through our waste transfer station.	✓	✓	✓
<b>Develop our strategic approach to sustainable procurement.</b>	Continue the roll out of our Supplier Charter and embed sustainability within contracts and procurement activity.	✓	✓	✓
<b>Develop our approach to training, engagement and governance in a low carbon economy.</b>	Implement programmes of training and engagement in carbon literacy for our employees and customers.	✓	✓	✓
	Define our strategic approach to carbon reduction and offsetting to achieve net zero carbon operations by 2030.		✓	✓
<b>Accreditations.</b>	Retain ISO 14001 Environmental Management System Certification.	✓	✓	✓
	Retain Competence Management System Certification for environmental permit.	✓	✓	✓





WDH, Merefield House, Whistler Drive, Castleford, WF10 5HX



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They reflect WDH's current view and no assurance can be given that they will prove to be correct.

March 2023

We are committed to giving everyone equal access to information. If you would like us to communicate with you in a different way, or receive written information from us in another format, please phone 0345 8 507 507 or email [onecall@wdh.co.uk](mailto:onecall@wdh.co.uk)

#### **Wakefield and District Housing Limited**

A charitable Community Benefit Society registered under the Co-operative and Community Benefit Societies Act 2014. Register Number: 7530

Registered Office:  
Merefield House  
Whistler Drive  
Castleford  
WF10 5HX