Annual report

2019

delivering promises, improving lives
Welcome

Proud of our achievements

How are we doing?

Meeting standards - locally and nationally

Home standard

Neighbourhood and community standard

Tenant involvement and empowerment standard

Complaints performance

Tenant priorities - You said, we did

Value for money and rent standards

Tenancy standard

About our tenants

Governance and financial viability standard

Corporate responsibility

Tenant priorities

Our Priorities for 2019 / 2020

Governance

Financial report

Customer Charter performance updates

Our year in pictures
Welcome

It is with great pride that I take up the position of Chief Executive of WDH following Kevin Dodd’s retirement.

Whilst I have recently been appointed Chief Executive, I have been a Director at WDH for the last year and a great supporter of WDH for more than a decade.

Over the last year WDH under the leadership of Kevin Dodd has gone from strength to strength and we continued to deliver on the promises made to our tenants, our Board and our stakeholders across the district.

The following pages set out some of our achievements over the last 12 months. The challenges we have faced and also touch on how we plan to move WDH forward and grow in areas such as building and acquiring new homes, supporting the NHS and driving forward our ambitions to become a more digital business.

A number of changes and challenges have impacted our business and services, not least the roll out of Universal Credit (UC) full service across the Wakefield district in November 2018. Our Cash Wise Team supported over 1,800 people to manage their finances better and this continues to rise as we move into next year.

We have continued to foster a range of partnerships to benefit our tenants and local residents, including enhancing our relationship with the NHS by introducing new, hospital based, roles and innovative technical solutions in our independent living schemes (ILSs).

We set a new record for the number of people buying through our shared ownership scheme, supporting over 100 people to get on the property ladder in 2018 / 2019. This has only been possible as a result of our continued commitment to building and acquiring properties both inside and outside of the Wakefield district.

As we take the business forward into 2019 / 2020 we will build on our already strong foundations and continue to deliver the high standards and quality services that people have come to expect. I am excited to lead us on this journey.
Proud of our achievements

Last year we identified a number of challenges that would impact on our business.
Here is what we said we would do and an update on how we have addressed these issues during the year.

We said we would:

Provide a flexible workforce with skills for the future
We have continued to invest in talent. Through LEAP (Leadership Extended Achievement Programme) we have provided tailored development programmes to upskill our employees to become leaders of the future. This has included setting challenging tasks such as presenting to the Board on business priorities, at short notice.

In addition we are continuing to invest in apprentices that are recruited based on workforce planning requirements. We provided a comprehensive learning and development offer that provides the skills, knowledge and professional credibility, through qualifications, to enable employees to meet current and future business priorities, often utilising the apprentice levy where possible.

Increase stock through corporate acquisition.
During the period we delivered 402 new homes, 298 of which were acquired, 59 were constructed on our behalf and 45 were transferred from another organisation. The homes acquired were from small, medium and large scale, local and national developers either as part of Section 106 agreements or market purchases and buying back homes that we had previously sold through Right to Buy.

Provide a range of mixed tenure property where people want to live.
During the year leading up to March 2019, affordable, social and intermediate rent (rent to buy) and shared ownership homes were all delivered, providing our customers with a wide range of tenures to suit their specific needs.

We will continue to look at all the options available to meet the needs of our tenants.
Extend care and wellbeing support through partnerships.

We continue to work very closely with Wakefield’s Clinical Commissioning Group (CCG), health, social care and voluntary partner agencies in an effort to ensure that our support services continue to be truly integrated.

This year we have developed new partnerships that continue to provide integrated support solutions to our customers. We have introduced telemedicine to one of ILSs which provides a secure video link to clinical nurses, meaning tenants can have a medical consultation using technology from the comfort of their own home. We have also developed a role for Housing Co-ordinators based in Fieldhead and Pinderfields hospitals who are able to identify and resolve housing related barriers to discharge, reducing the number of delayed discharges. We are also working closely with Wakefield Council to identify carers in the district so that we can offer and provide telecare to support them with their caring responsibilities.

Implement Connected Care Service Model.

We have continued to build on our Connected Care Service Model and over the coming year we will look to develop our Care and Health Hub.

We have made great progress in the development of our new app, WDH Pro, which will make it easier for health care providers to make referrals directly to our services. The App is being made available to partners in the Connecting Care Hubs throughout the district during summer 2019 and rolled out to other partners during Autumn 2019.

Maximise the take up of digital services.

Tenant use of our digital services has increased significantly over the last year. Over 14,000 tenants are registered with an online account, an increase of almost 2,000 since 2017 / 2018.

In 2018 we launched an updated version of our tenant mobile app which enabled tenants to log and track their repairs on the go.

The WDH app has been downloaded over 10,000 times and almost 20,000 people now receive our monthly tenant e-newsletter, WDH Online.

Commence the implementation of a comprehensive digital active asset management solution.

On 1 April 2019 we launched the first phase of our Dynamics software system which included HR, payroll, procurement and finance modules. This included challenging long standing processes and streamlining these to develop industry standard best practices and improve ways of working.

We are working hard to respond to the challenges from the implementation of the new system, to ensure it is fully embedded across all services and meets demands to provide efficient service delivery.
How are we doing?

We are very proud of our ability to deliver a ‘first time fix’ for our customers and delivering value for money (VFM). We have continued to measure customer experience using a system which allows our customers to provide instant feedback so that we can quickly respond to any issues.

We benchmark ourselves against other customer focused organisations across both the housing sector and other industries using HouseMark and TLF Research’s Satisfaction Index™.

**Annual tenant survey**

We complete a tenant survey by phone on an annual basis. An external research organisation carries out phone interviews with a representative sample of tenants across our seven neighbourhoods.

When compared to our peers in the housing sector, our overall satisfaction score for the service provided by us is 92% and we are in the upper quartile for overall customer service, when compared to organisations outside of the housing sector.

Following the survey, we use the feedback to identify what matters most to customers and areas where improvements can be made to make their experience with us as easy as possible.

Over the coming year, our priorities for improvement continue to be:

- keeping promises and commitments;
- being easier to deal with; and
- the way we manage nuisance and antisocial behaviour (ASB).

**Instant customer feedback**

We gather real time feedback from our customer contact and repairs customers using software provided by customer experience specialists, Bright UK.

Following contact with us, customers receive a call asking them to rate their recent experience with us. Overall satisfaction for the year using this measure is 92.7% compared with a UK benchmark of 85%.

### Satisfaction

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall satisfaction with our services.</td>
<td>92%</td>
<td>95%</td>
<td>92%</td>
</tr>
<tr>
<td>The overall quality of your home.</td>
<td>91%</td>
<td>90%</td>
<td>89%</td>
</tr>
<tr>
<td>The repairs and maintenance service.</td>
<td>91%</td>
<td>91%</td>
<td>89%</td>
</tr>
<tr>
<td>Their neighbourhood.</td>
<td>90%</td>
<td>89%</td>
<td>85%</td>
</tr>
<tr>
<td>Rents representing good VFM.</td>
<td>85%</td>
<td>88%</td>
<td>89%</td>
</tr>
</tbody>
</table>

### Key performance

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current tenant arrears.</td>
<td>£4,145,221</td>
<td>£4,237,712</td>
<td>£4,541,690</td>
</tr>
<tr>
<td>Former tenant arrears.</td>
<td>£3,320,154</td>
<td>£2,233,954</td>
<td>£2,241,258</td>
</tr>
<tr>
<td>Average days to re-let a (managed) social housing rental dwelling.</td>
<td>17 days</td>
<td>18 days</td>
<td>17 days</td>
</tr>
<tr>
<td>Average response times for emergency repairs.</td>
<td>0.3 days</td>
<td>0.3 days</td>
<td>0.3 days</td>
</tr>
</tbody>
</table>
Meeting standards - locally and nationally

To ensure that we are compliant and consistent with the standards set out by the Regulator of Social Housing (RSH), we work to their seven national standards.

We regularly assess ourselves against these standards and the assessment is challenged and verified by our panel of Board members and tenants.

These are:
• governance and financial viability;
• value for money;
• rent;
• home;
• tenancy;
• neighbourhood and community; and
• tenant involvement and empowerment.

The following pages provide evidence and examples of how we have met these national standards and some of our key achievements during the last year.

Our Customer Charter sets out the levels of service that customers can expect from us.
Quality of accommodation

Our work to provide more homes across our operating area continues and during 2018 / 2019 we built or acquired 402 new homes, taking our total stock to 31,432.

During 2018 / 2019 our shared ownership provision has continued to grow. During the year we sold a record 104 homes on a shared ownership basis, 31 of which were outside of the Wakefield district, which is also a WDH record. Three of the homes sold were built by our joint venture Bridge Homes, five were previously rent to buy tenancies that were sold as shared ownership when the previous tenant had left. We also supported 12 people to buy additional shares in their home, nine of which bought a 100% share. Two intermediate rental tenants also chose to buy their home and get on the property ladder and we sold two properties outright during the period.

As well as our investment in new homes, we are proud of the improvements we make to our existing properties in order to maintain them to above the Decent Homes Standard. In 2018 / 2019, we invested £13.2m into completing improvement works to roofing and £1.6m into providing environmental improvements. Improvement works at two ILSs were completed in the year with an investment of £3.7m.

During 2018 / 2019 we completed the installation of 699 energy efficiency measures in our properties including improvements to insulation and heating. We also provided energy, water efficiency and switching advice to customers through 160 one-to-one tenant visits. During the last financial year, we have been awarded nearly £1m of external funding to support our ambitions to alleviate fuel poverty and improve the energy performance of our properties over the coming years.

Repairs and maintenance

We offer a seven day repairs service across the district and pride ourselves in our ability to complete most repairs on the first visit, improving our customer service.

The table below shows our repairs performance over the last 12 months.

<table>
<thead>
<tr>
<th>Repair Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responsive repairs delivered (inc. emergency call out repairs)</td>
<td>105,267</td>
</tr>
<tr>
<td>Number of emergency call out repairs</td>
<td>4,221</td>
</tr>
<tr>
<td>Number of repairs completed on the same day</td>
<td>40,151</td>
</tr>
<tr>
<td>Number of repairs completed within 24 hours</td>
<td>53,679</td>
</tr>
<tr>
<td>Percentage of repairs completed on the first visit</td>
<td>93%</td>
</tr>
<tr>
<td>Average time taken to complete responsive repairs</td>
<td>6 days</td>
</tr>
<tr>
<td>Number of minor and major adaptations completed</td>
<td>1,745</td>
</tr>
<tr>
<td>Number of void property repairs</td>
<td>2,489</td>
</tr>
</tbody>
</table>

Adaptations

In partnership with Wakefield Council and the NHS, we provide adaptations and occupational therapy services to our tenants. In 2018 we completed 1,745 adaptations helping them to maintain their independence in their own home.

The team comprises of five full time equivalent occupational therapists and we also employ a trusted assessor, one of our semi-skilled operatives who not only completes an assessment but also makes the relevant adaptation installation simultaneously. Finally the team also offers advice on health and medical rehousing, ensuring that we have the right people living in the right properties that will meet their needs now and in the future.
Health and safety

This year the Health and Safety Team completed 119 comprehensive site inspections on both our own and our partner’s sites. The purpose of these inspections is to provide assurance that the working practices on the sites are compliant with health and safety legislation, in particular the Construction Design and Management Regulations 2015. The team successfully retained health and safety accreditations including CHAS and ISO 18001.

Property compliance

The Property Compliance Team was established in January 2018 and has responsibility for ensuring that our properties are compliant and safe for tenants. This includes fire safety reviews in all 12 of our high-rise properties and liaising with an external provider in carrying out a further 168 fire safety reviews in our other properties. The team was also involved in working with Technical Services for the delivery and validation of over 28,000 gas services and over 6,000 electrical inspection condition reports. The team is in the process of procuring asbestos management software to meet legal requirements as a duty holder and is working with an external expert in relation to water management. This will further provide assurance that the properties under our control have effective systems in place for managing the risks associated with water safety.
Neighbourhood and community standard

Creating neighbourhoods where people want to live and stay has been at the forefront of our activities over the past 12 months and we have been embedding the outcome of the estate management review in our operational activities.

We have appointed a Regional Service Manager to oversee both East and West neighbourhoods, which will ensure operational consistency across both management areas.

Our efforts have seen excellent results, with the overall level of tenant satisfaction, increasing to 87.9%. The level of satisfaction across each of the seven neighbourhoods has also increased by over 1% and the level of satisfaction between each of the neighbourhood areas East and West, is at its closest level for the past five years.

We have reviewed all our procedures relating to the way we manage tenancies and have developed a suite of ‘Toolkits’ which give clear guidance to our employees on specific tenancy management issues. This has enabled employees across the business to provide consistent advice to customers, improve customer service delivery and improve efficiency.

We have continued to maintain our high standards in relation to fire safety and again have completed our annual reassurance visits to all residents living in multi storey accommodation. These visits provide reassurance and information to residents of what to do in the event of a fire.

We have introduced new ways of working for our environmental team, by introducing mobile technology for our workforce. This has enabled us to reduce levels of paper job orders, increase the agility of the team to enable them to provide a more responsive service to customer requests, resulting in cleaner and tidier neighbourhoods.

Partnership working remains a key focus in enabling positive outcomes in managing the communities we serve. This includes our work in preventing and dealing with nuisance and ASB, working closely with West Yorkshire Police, Wakefield Council and West Yorkshire Fire and Rescue Service.

Over the past year we have continued to support our tenants living across all our estates, by working with partners to provide and enable a wide range of initiatives. A number of which are illustrated below.

Tackling crime and anti-social behaviour

We continued to work with West Yorkshire Trading Standards to deliver SAFER project workshops. This included a talk on scams and fraud at Bembridge House ILS in Lupset. The workshop raised awareness about the different scams that are current and impacting on the local area. Future talks are planned for 2019 / 2020.

Working effectively with partners in Wakefield Council to tackle fly tipping, a court case was brought against a perpetrator in Castleford, resulting in a successful prosecution requiring them to pay a £2,600 fine and court costs.

We adopted a partnership approach both working with internal teams and the police to deal with ASB and nuisance behaviour on Tombridge Crescent. Extensive consultation and engagement was undertaken with residents.

Following reports of increased motorcycle ASB we installed gates on Park Dale, Castleford. Residents were 100% in favour and this improvement, combined with our investment in motorcycle bikes for the Police, has resulted in excellent feedback from the community.

We consulted and gained 100% support for a Cold Calling Control Zone in Benson Lane, Normanton. We arranged a launch event when all residents were visited and informed about the scheme. We provided signage for around the estate and leaflets and stickers for each resident.
Improving the neighbourhood environment

We delivered 130 environmental projects and a range of other schemes to make improvements to property boundaries and communal space across our neighbourhoods, improving the quality of the environment for our tenants and contributing to the creation of sustainable communities. The schemes were delivered following consultation with our tenants and residents, to ensure that we made the improvements that mattered most to them the most.

Our Tenant Involvement Officer worked closely with Barracks Community Association, Pontefract Civic Society and our team of bricklayers to design and deliver a new entrance and war memorial at the Barracks estate, Pontefract. The scheme included a themed bench within this new community spa.

Training for Employment programme was completed to renew fencing on the Peacock Estate, Wakefield. The feedback from residents has been very positive and several owner occupiers have bought into the scheme.

Our Estates Team and Training for Employment Team worked together to install new fencing in Ryhill, Green Lane (Hobbury), Broomhill Grove (Knottingley) and Tenter's Close (Ferrybridge), and the Peacock estate.

Efficiencies have been generated by supplying project ideas to the Community Payback team in Pontefract. Their teams have carried out painting work to Horsefair flats outhouses and community meeting room.

Our teams engaged with 58 year five pupils at Halfpenny Lane School, Pontefract, who kept a journal to increase mindfulness around their environment and how it looks. The project culminated in a clean-up day with 38 bags of litter being collected. The pupils attended an assembly to recognise their achievement and prizes were awarded for the most creative and thoughtful journal. Since then a pupil has reported issues with litter in her local park directly with the local councillor.

Promoting the health and wellbeing of our tenants

We held a number of estate based events across the District. These included a health and wellbeing event on Peacock Estate, Wakefield, to promote the services we provide to tenants such as Care Link, Cash Wise, Community Safety and Training for Employment. The event was attended by several of our teams and leaflets were given to tenants providing information about these services. The event was held in a response to tenant feedback and we spoke to 162 residents on the day.

St Georges Community Centre, Lupset, were supported to expand their services across three locations on the Lupset estate to enable them to support families with complex needs. We are aiming to secure funding to enable them to carry out outreach work to help direct people into a range of support services. A number of parents who have been helped by the community group are now acting as volunteers to help other parents.

We worked in partnership with Sandal Magna and Ledger Lane primary schools to raise awareness of site safety on building sites as we are carrying out new build developments. In addition to this, pupils from Sandal Magna named the street Crystal Croft on the new build site.

Supporting young people into work

The Wakefield Aspirations programme was delivered in partnership with West Yorkshire Police, West Yorkshire Fire and Rescue Service and Groundwork Wakefield. The scheme was delivered to a number of young people who had previously applied for the Police Cadet Programme, but had not secured places on the scheme. A number of activities were held over a 12 week period to support them to develop their employability and social skills for the future.
Improving lifestyles
Following the rollout of UC across the district, our Cash Wise Team has been providing extensive support to our tenants.

Community safety
We continue to show our commitment to tackling ASB on our estates through our collaborative working with key partners. During 2018 / 2019 the Community Safety Team handled 963 cases of nuisance or ASB ensuring that vulnerable households received the support they needed.

We are committed to ensuring that our customers are safe in their homes and, working with specialist support services such as the Wakefield District Domestic Abuse Service, we have helped 159 families affected by domestic abuse. The team also works flexibly to support our tenants and has supported 387 vulnerable households with ASB issues that they have experienced out of normal office working hours.
Tenant involvement and empowerment standard

Tenants are at the heart of everything we do and we are committed to providing services that best meet their needs.

We value customer feedback and provide opportunities to get involved with shaping our organisation and designing services that provide the support so many tenants need.

During 2018 / 2019 we achieved the Customer Service Excellence accreditation following a rigorous three day assessment. The assessment identified that we were delivering Compliance Plus in 10 areas, recognising that we are delivering services over and above what customers would normally expect.

We also began the process to be recognised for our commitment to tenant engagement through a brand new Tpas Exemplar accreditation.

Ensuring a quality service

Understanding and responding to the diverse needs of tenants

We place the diverse needs of our tenants at the forefront of everything we do.

We work hard to understand the variety of needs and deliver services to ensure these are met.

By updating information continuously, we tailor our services to meet individuals’ needs. All of our reports and policies incorporate impact assessments and our dedicated diversity champions make sure diversity and inclusion is considered in all of our work.

Our Care Link service provides a range of services to over 15,000 customers 24 hours a day. Our dedicated response service is on hand to help customers when they are most vulnerable.

In 2018 / 2019 our Mental Health Navigators supported 330 of our tenants with low level mental health issues and ensured they received the right care. The support provided ensures that tenants are able to maintain both their wellbeing and home whilst reducing the need for secondary mental health services.

Promoting independent living

To ensure tenants are able to live confidently and independently in their own homes for as long as possible, we have a number of ILSs located across the district.

Our on site team of community support workers and scheme managers provide tailored support to individuals which promotes independence and encourages social interactions. Overall tenant satisfaction with living in our ILSs is 90%.

We continue to invest in our independent living accommodation to ensure it provides modern, safe and secure accommodation in the right locations. To date we have invested £53m and improved 15 schemes. We are currently improving our next scheme, Fairfield Court, South Elmsall, which will be completed in the Autumn of 2019.
Every complaint we receive offers us an opportunity to learn, develop and improve services to our customers. During 2018 / 2019 the number of formal complaints reduced slightly, while informal complaints remained static. The escalation process introduced last year has resulted in formal complaints being managed more effectively, achieving value for money and allowing us to provide customers with a final response to their complaints at the earliest opportunity.

During 2018 / 2019 Stage 1 complaints decreased by 21% from 29 to 23, while Stage 2 complaints increased by 16% from six to seven. Informal complaints saw a marginal increase of 0.6% to 161. Out of the 30 formal complaints received 27% were upheld, 27% were partially upheld and 46% were rejected after investigation as they were considered to be unfounded.

Four complaints were referred to the Housing Ombudsman Service for investigation during the year. The Ombudsman determined there had been no maladministration in the handling of these complaints.

As a result of complaints received this year we have:

• reviewed the letters sent to customers about the condition of their gardens to ensure they are aware of their responsibilities and timescales for rectification;
• formalised the procedure for the provision of the ‘housing out of hours service’ to customers experiencing antisocial behaviour;
• introduced a shared ownership procedure to ensure a consistent service is provided to shared ownership customers;
• introduced a procedure for the reporting of damp, mould and condensation to enable us to manage reports effectively and provide advice and information to customers to help them manage their homes;
• extended the scope of occupational therapist’s assessments in ILSs to include access to buildings and common areas;
• instigated a review of our ASB procedure to ensure it remains fit for purpose;
• made changes to the repairs guide for tenants to ensure responsibility for repairs is clearly defined; and
• produced an online leaseholder guide with up to date information to replace the leaseholder handbook.

Nature of formal complaints 2018 / 2019 breakdown of categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer care</td>
<td>10</td>
</tr>
<tr>
<td>Homeseach</td>
<td>9</td>
</tr>
<tr>
<td>Environmental</td>
<td>2</td>
</tr>
<tr>
<td>Repairs</td>
<td>3</td>
</tr>
<tr>
<td>Antisocial behaviour</td>
<td>6</td>
</tr>
</tbody>
</table>
## Overall complaints performance 2018 / 2019

<table>
<thead>
<tr>
<th>Complaints</th>
<th>Informal</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Percentage</td>
<td>Total</td>
<td>Percentage</td>
</tr>
<tr>
<td>Upheld</td>
<td>54</td>
<td>34%</td>
<td>6</td>
<td>26%</td>
</tr>
<tr>
<td>Partially upheld</td>
<td>26</td>
<td>16%</td>
<td>7</td>
<td>30%</td>
</tr>
<tr>
<td>Rejected</td>
<td>69</td>
<td>43%</td>
<td>10</td>
<td>44%</td>
</tr>
<tr>
<td>Withdrawn</td>
<td>12</td>
<td>7%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>161</td>
<td>100%</td>
<td>23</td>
<td>100%</td>
</tr>
</tbody>
</table>

## Overall complaints performance 2017 / 2018

<table>
<thead>
<tr>
<th>Complaints</th>
<th>Informal</th>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Percentage</td>
<td>Total</td>
<td>Percentage</td>
</tr>
<tr>
<td>Upheld</td>
<td>68</td>
<td>43%</td>
<td>10</td>
<td>34%</td>
</tr>
<tr>
<td>Partially upheld</td>
<td>15</td>
<td>9%</td>
<td>6</td>
<td>21%</td>
</tr>
<tr>
<td>Rejected</td>
<td>70</td>
<td>44%</td>
<td>13</td>
<td>45%</td>
</tr>
<tr>
<td>Withdrawn</td>
<td>7</td>
<td>4%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>100%</td>
<td>29</td>
<td>100%</td>
</tr>
</tbody>
</table>

## Nature of informal complaints 2018 / 2019 breakdown of categories

- Repairs: 95
- Customer care: 26
- Environmental: 11
- Improvement works: 10
- Homeseach: 7
- Antisocial behaviour: 6
- Rent: 3
- Right to Buy: 2
- Leaseholders: 1
- Rechargeable repairs: 0
- Independent living: 0
- Care Link: 0
Tenant priorities - You said, we did

We continually make improvements to our customer experience by listening to what our customers have to say. Every year, a tenant satisfaction survey is carried out by external agency TLF Research.

During 2018 / 2019 our satisfaction score remained in the top quartile when measured against other organisations at 92%.

We use the feedback provided by tenants in response to the survey to identify our key priorities for improvements. The table below highlights what tenants said and the improvements we have made.

You said...

Tenants value us keeping our promises and commitments.

- Ensured that customer service leadership is embedded in all our employees by providing tools and training.
- Reviewed our Customer Charter in line with our tenants’ expectations.
- Investigated reasons for service failures and identified trends in customer contact.

Tenants want us to be easier to deal with.

- Reviewed the user interface of the digital repairs process.
- Explored options for launching a webchat function.
- Introduced a ‘sole focus’ voids team to improve the customer experience and ultimately reduce the number of repairs reported by new tenants.

Tenants want us to improve the way we manage nuisance and ASB.

- Explored options for journey mapping the customer experience when reporting nuisance or ASB.
- Developed automated messages to keep customers updated when they report nuisance or ASB using an online method.
- Introduced a noise nuisance app.

You said...

We did...
Value for money and rent standards

Throughout everything we do, we consider VFM. Our latest tenant survey shows that 89% of tenants say our rent offers VFM, up from 88% for the previous year.

We consider VFM from four key perspectives which are aligned to our ambitions:

- **Corporate** - creating a sustainable workforce.
- **Community** - creating sustainable assets.
- **Customer** - creating sustainable tenancies.
- **Commercial** - creating sustainable growth.

In 2018 / 2019 we achieved a further £459,000 of cashable efficiencies savings. The level was less than the target of £750,000, but is still quite an achievement due to the difficult nature of achieving additional recurring savings each year.

We use HouseMark to benchmark our ability to generate efficiencies and this shows that our overhead costs as a percentage of turnover are 7.26% for 2018 / 2019 and we should retain top quartile performance even though costs increased slightly from 2017 / 2018’s figure of 7.15%.

For 2018 / 2019:

- it cost an average of £354 to maintain each property;
- £29.4m was invested in new build development and acquisitions, adding 402 new social housing homes (compared to 300 in 2017 / 2018), exceeding the target of 400; and
- we spent more than £27m directly and indirectly with local businesses, helping to support, grow and sustain the local economy.

**Spend in 2018 / 2019**

- **Housing management**: £41,540,000
- **New build homes**: £30,506,000
- **Major improvement works**: £29,751,000
- **Depreciation**: £24,933,000
- **Day to day repairs costs**: £20,088,000
- **ILS and service costs**: £4,823,000
- **Bad debts**: £1,320,000
- **Total**: £103,122,000
Tenancy standard

Homeseach, our choice based lettings scheme enables us to ensure that our lettings process is as fair, transparent and as efficient as possible. Our rents are set in line with government regulations and are subject to checking on an annual basis to ensure that they are appropriate and represent VFM for our tenants.

Homeseach bands and allocations

Over the last year we have seen an increase of 3,773 members register with Homeseach, taking the total to 29,265.

Our Homeseach scheme is managed by categories, known as bands, which ensure we offer properties in a fair and consistent way. Bands A and B are allocated for people with priority housing needs, with Band C for those with general housing needs. Band D are for those that have no local connection to the Wakefield district (based on council region), or already have a tenancy with a registered social housing provider but have no housing need.

Despite having over 29,000 Homeseach members, the impact of welfare reforms means that some people who need our accommodation still cannot afford it. To reduce the impact of this we have actively marketed some of our properties to locally employed people, many of whom are in low paid jobs. This has helped us to secure income which maintains services for all our tenants, and help low paid families obtain suitable and cheaper accommodation.

The Tenancy Ready Team (TRT), our small team of dedicated Homeseach Officers, helps customers to improve their financial position through help with budgeting, finding grants, accessing work and referrals to pre-tenancy classes to develop the skills to manage their finances. We are also developing a parenting skills course with partner agencies for delivery in 2019 / 2020. This year our TRT has unlocked over £551,000 for its customers for 2018 / 2019.

To ensure vulnerable applicants do not miss out on suitable properties, the TRT continues to offer support and assistance to vulnerable applicants who are not able to access the digital Homeseach system.

Our Homeseach Team works with clients who have support needs and helps them meet these needs. Appropriate assessments are completed and the team works with specialist support services to provide a tailored service.

The TRT has also played an active role in supporting customers following the rollout of UC in November 2018. The team supported 86 new tenants with applying for UC, which included the customer’s personal allowance and housing costs. This meets our objective of creating sustainable tenancies and directly contributes to our vision of creating confident communities.

Pre-tenancy assessments are carried out, to make sure prospective tenants can afford to maintain their tenancy. The assessment includes questions and checks to determine a client’s ability to be a good neighbour and member of our communities.

In 2018 / 2019 we allocated 2,252 properties with an average re-let time of 17 days, exceeding our corporate target of 18 days.

Data shows that 98.83% of new tenants are satisfied with our Homeseach service and 97.57% are satisfied with the way in which their home was allocated.
About our tenants

### Gender
- Female: 60.19%
- Male: 39.81%

### Ethnicity
- White British: 80.76%
- White Other Background: 5.27%
- Mixed White & Black Caribbean: 0.13%
- Mixed White & Black African: 0.14%
- Mixed White & Asian: 0.15%
- Mixed Other: 0.15%
- Asian / Asian British Pakistani: 0.37%
- Asian / Asian British Other: 0.32%
- Asian / Asian British Indian: 0.07%
- Asian / Asian British Bangladeshi: 0.00%
- Black / Black British Caribbean: 0.08%
- Black / Black British African: 1.00%
- Black / Black British Other: 0.07%
- Chinese / Other ethnic group: 0.10%
- Gypsy: 0.01%
- Mixed Other: 0.15%
- Mixed White & Asian: 0.15%
- Mixed White & Black African: 0.14%
- Mixed White & Black Caribbean: 0.13%
- n/a: 10.24%
- Other: 0.77%
- Refused: 0.15%
- Romany: 0.00%
- White British: 80.76%
- White Irish: 0.24%
- White Other Background: 5.27%

### Faith
- Buddhist: 0.19%
- Christian: 54.60%
- Hindu: 0.03%
- Jehovah's Witness: 0.17%
- Jewish: 0.02%
- Mormon: 0.05%
- Muslim: 1.44%
- n/a: 12.63%
- No Faith: 27.23%
- Pagan: 0.12%
- Prefers Not To Say: 1.21%
- Rastafarian: 0.01%
- Refused to Answer Question: 2.00%
- Scientology: 0.02%
- Sikh: 0.01%
- Spiritualist: 0.29%
- No Faith: 27.23%
- Pagan: 0.12%
- Prefers Not To Say: 1.21%
- Rastafarian: 0.01%
- Refused to Answer Question: 2.00%
- Scientology: 0.02%
- Sikh: 0.01%
- Spiritualist: 0.29%

### Sexual Orientation
- Bisexual: 0.47%
- Gay Male: 0.40%
- Heterosexual: 65.22%
- Lesbian: 0.41%
- n/a: 20.35%
- Other: 1.58%
- Prefer not to say: 7.17%
- Refused to Answer Question: 4.40%

### Additional information
- Health Problems: 48.20%
- Wheelchair Users: 2.10%
If you’ve been affected by crime, we can give you the support you need to move forward.

Our services are free, confidential and available to anyone, regardless of whether the crime has been reported or how long ago it happened.

Contact us on 000 3031971 or call into the Victims Hub at 19-25 Wood Street, Wakefield, WF1 2EL Monday – Friday 10 am – 4 pm
Governance and financial viability standard

Our governance arrangements include comprehensive processes to ensure that we deliver our goals effectively and transparently.

In the last year we have completed an externally facilitated governance effectiveness review to ensure that our processes remain fit for purpose and the Board and its committees are effective. Following the review, it was agreed to establish a Compliance and Assurance Committee. This offers further scrutiny to our landlord health and safety and compliance responsibilities to provide the Board with greater assurance on the safety of our tenants, which remains our highest priority.

The effectiveness review was complemented as part of the Board’s annual appraisal process and development of a statement of preferred composition. This review ensures that every Board Member has the relevant skills, knowledge and experience and supports succession planning arrangements. The Board’s effectiveness is reviewed to examine their development individually and collectively, to ensure they remain effective.

Further to our in-depth assessment in 2017 / 2018, we have continued to submit timely and accurate information on the delivery of our plans to the RSH. This requirement is part of the RSH’s approach to ensuring registered providers are compliant with the regulatory framework and in December 2018 the RSH confirmed our G1 / V1 status for governance and financial viability, the highest rating possible in the sector.

We ensure the highest standards of governance and financial viability by:

- adhering to and complying with governing documents, regulatory requirements and all relevant legislation;
- adopting short, medium and long term business plans which are placed under constant scrutiny and tested for robustness against actual and potential scenarios on an ongoing basis, ensuring we are flexible and able to adapt;
- applying a policy and framework for identifying and managing risks, going beyond its compliance role and adding value;
- adopting the National Housing Federation’s Promoting Board Excellence for Housing Associations as our code of governance. An annual self-assessment is undertaken to ensure continuing compliance;
- monitoring and updating our Assets and Liabilities Register, and seeking annual Board approval, to ensure we are protecting our assets;
- ensuring the Board and its committees have clear Terms of Reference, setting out their purpose and accountabilities. All terms of reference are contained within the Standing Orders, together with details of the roles and responsibilities for the Chief Executive and Board Chair;
- ensuring that clear and transparent probity arrangements are in place;
- annually reviewing and delivering the Board’s robust appraisal process to ensure it remains effective; and
- regularly communicating and engaging with residents and other stakeholders through a variety of methods, ensuring that business activities are accessible and accountable.
Corporate responsibility

Our Vision is to create confident communities and we do this by providing help and support to tenants and those living in and around our neighbourhoods.

Our corporate responsibility statement (CRS) outlines how we work ethically with our residents for the social, economic and environmental benefit of our communities. We also work with partners across the district to provide wider benefits for now and in to the future. Our CRS can be found at www.wdh.co.uk

Some of the work we have done over the last year is outlined below. We have:

• worked with Castleford Academy and feeder primary schools to deliver the When Dance Happens programme, jointly funding it with the Arts Council. Up to the end of February 2019, 428 young people participated in the programme, 229 female and 199 male;

• engaged with 434 unemployed tenants, assisting 229 into work, and 179 into employment related training;

• supported 1,840 people to better manage their finances through our Cash Wise service;

• contacted 1,932 customers claiming or receiving UC offering them assisted digital support and personal budgeting support;

• delivered work related training to unemployed tenants (at the same time as providing new boundary fencing to our estates) throughout our Training for Employment Programme.

• worked with the National Collaborative Outreach Programme to deliver our bespoke Community Leadership Programme to 60 young people from local schools, increasing from 48 in previous years; and

• delivered an Aspirations Week to a Primary School in Upton, introducing children to the world of work for the first time.

For more information visit our website www.wdh.co.uk/AboutUs/OurCommitmentTo/CorporateResponsibility
Tenant priorities

This year we maintained our Customer Service Excellence standard following a rigorous three day assessment and achieved compliance Plus in 10 areas, demonstrating good practice.

Priorities for 2019 / 2020

We use the feedback from our customer insight work to ensure we do best at what matters most, making the customer experience ‘effortless’.

Over the coming year, our customer experience priorities for improvement continue to be:

• keeping promises and commitments;
• how easy we are to deal with; and
• managing nuisance and ASB.

We use the customer feedback and information provided by TLF Research to put together a business wide action plan to make improvements across the board, but on these points in particular, ahead of next year’s survey.
# Our Priorities for 2019 / 2020

<table>
<thead>
<tr>
<th>Our Ambitions to 2020</th>
<th>Strategic Priorities</th>
<th>Key actions we will take</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opportunities for All</strong>&lt;br&gt;Maximise opportunities for our people and those who want to work for us.</td>
<td>Provide a flexible workforce with skills for the future. Create opportunities to recruit and develop a skilled, agile and resilient workforce.</td>
<td>Review our Terms and Conditions of Employment. Implement strategic workforce plans. Review our approach to attraction, recruitment and retention. Deliver leadership capability and succession opportunities through our LEAP initiative.</td>
</tr>
<tr>
<td><strong>Building Better Places</strong>&lt;br&gt;Invest in more new homes and land to meet the growing need for affordable housing and become a leading regional housing provider.</td>
<td>Increase stock through corporate acquisition. Provide a range of mixed tenure property where people want to live.</td>
<td>Develop our pipeline for future years growth. Publish our extended Landlord’s Assurance Statement. Develop a prudent ‘plus’ approach to our capital programme. Create a development company.</td>
</tr>
<tr>
<td><strong>Delivering Customer Excellence</strong>&lt;br&gt;Create excellent customer experience by offering a range of services that maximise choice, opportunity, health and wellbeing.</td>
<td>Maximise potential for supporting tenants to live independently through targeted support. Ensure assistive technologies are both technically and financially sustainable.</td>
<td>Mitigate the impact of UC on customers. Implement the Out of District Offer. Maximise investment from external sources to develop and grow social investment. Work with partners in the integrated care system to deliver new models of care.</td>
</tr>
<tr>
<td><strong>A Digital Future</strong>&lt;br&gt;Be a digital business and enable our customers to maximise their digital opportunities.</td>
<td>Maximise the take up of digital services. Implement a comprehensive digital active asset management solution.</td>
<td>Embed and support phase 1 and roll out phase 1a Dynamics plan for implementation of phase 2 within asset management. Develop collaborative working tools. Continue to develop plan for digital blueprint. Review customer contact technologies.</td>
</tr>
</tbody>
</table>
Governance

Directors

Andy Wallhead  
Chief Executive (Former Investment Director)

Kevin Dodd  
Chief Executive (Retired)

Mick Walsh  
Director of Housing / Deputy Chief Executive

Juliet Craven  
Secretary

Board members (31 March 2018)

Stephen Green (Chair)  
Jacqueline Williams (Vice Chair)  
Kathryn Cooper  
Sally Wright  
Graham Stokes  
Jacqueline Speight  
Phillip Earnshaw  
Andrew Stubbs  
Howard Bedford

Previous members:

Bill Clift MBE (December 2012 - December 2018)  
Peter Loosemore (February 2015 - February 2019)

Registered office

Merefield House,  
Whistler Drive,  
Castleford,  
West Yorkshire,  
WF10 5HX

Registered numbers

Registered as a charitable Community Benefit Society under the Co-operative and Community Benefit Societies Act 2014.

Number: 7530

Auditors

Grant Thornton UK LLP  
1 Whitehall Riverside,  
Leeds LS1 4NB

Solicitors

Trowers and Hamlins  
Heron House,  
Albert Square,  
Manchester M2 5HD

Bankers

The Royal Bank of Scotland  
Leeds Customer Centre,  
1 Victoria Place,  
Holbeck,  
Leeds LS11 5AN
## Financial report

<table>
<thead>
<tr>
<th>Description</th>
<th>31 March 2019 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Turnover</strong></td>
<td>155,561</td>
</tr>
<tr>
<td>The income from all activities, most being rents and service charges.</td>
<td></td>
</tr>
<tr>
<td><strong>Operating costs</strong></td>
<td>(124,497)</td>
</tr>
<tr>
<td>What it costs to run the business.</td>
<td></td>
</tr>
<tr>
<td><strong>Impairment loss</strong></td>
<td>(184)</td>
</tr>
<tr>
<td><strong>Profit on disposal of property, plant and equipment</strong></td>
<td>2,732</td>
</tr>
<tr>
<td>The accounting profit from the sale of properties and other assets.</td>
<td></td>
</tr>
<tr>
<td><strong>Operating surplus</strong></td>
<td>33,612</td>
</tr>
<tr>
<td><strong>Loss on revaluation of investment property</strong></td>
<td>(600)</td>
</tr>
<tr>
<td>Valuation adjustment of shops and garages.</td>
<td></td>
</tr>
<tr>
<td><strong>Share of operating surplus in joint venture</strong></td>
<td>51</td>
</tr>
<tr>
<td>A 50% share of the profit from Bridge Homes (Yorkshire) LLP.</td>
<td></td>
</tr>
<tr>
<td><strong>Interest receivable and other income</strong></td>
<td>411</td>
</tr>
<tr>
<td>The money earned from cash on deposit at the bank.</td>
<td></td>
</tr>
<tr>
<td><strong>Interest payable and financing costs</strong></td>
<td>(18,582)</td>
</tr>
<tr>
<td>The cost of borrowing to invest in improvements to existing properties and to develop new homes.</td>
<td></td>
</tr>
<tr>
<td><strong>Surplus before taxation</strong></td>
<td>14,892</td>
</tr>
<tr>
<td>The income for the year less all costs to the business.</td>
<td></td>
</tr>
<tr>
<td><strong>Taxation</strong></td>
<td>(52)</td>
</tr>
<tr>
<td>The tax that has to be paid on some commercial income.</td>
<td></td>
</tr>
<tr>
<td><strong>Surplus for the year</strong></td>
<td>14,840</td>
</tr>
<tr>
<td>The amount reinvested in improving lives and delivering new homes for local communities.</td>
<td></td>
</tr>
<tr>
<td><strong>Unrealised gain / (loss) on revaluation of housing properties</strong></td>
<td>20,895</td>
</tr>
<tr>
<td>An annual adjustment to the value of housing properties.</td>
<td></td>
</tr>
<tr>
<td><strong>Actuarial gain / (loss) in respect of pension schemes</strong></td>
<td>(8,720)</td>
</tr>
<tr>
<td>An adjustment required by the pension fund.</td>
<td></td>
</tr>
<tr>
<td><strong>Total comprehensive income</strong></td>
<td>27,015</td>
</tr>
<tr>
<td>The accounting surplus for the year.</td>
<td></td>
</tr>
</tbody>
</table>

34 | WDH
<table>
<thead>
<tr>
<th>Description</th>
<th>£'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
</tr>
<tr>
<td>Housing properties</td>
<td>708,558</td>
</tr>
<tr>
<td>Other tangible fixed assets</td>
<td>15,204</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>5,703</td>
</tr>
<tr>
<td>Investment properties</td>
<td>11,850</td>
</tr>
<tr>
<td>HomeBuy loans receivable</td>
<td>147</td>
</tr>
<tr>
<td>Investment in joint venture</td>
<td>4,042</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>745,504</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
</tr>
<tr>
<td>Properties held for sale</td>
<td>4,625</td>
</tr>
<tr>
<td>Trade and other debtors</td>
<td>10,853</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>87,572</td>
</tr>
<tr>
<td><strong>Creditors: Amounts falling due within one year</strong></td>
<td>(19,346)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td>83,704</td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td>829,210</td>
</tr>
<tr>
<td><strong>Creditors: Amounts falling due after more than one year</strong></td>
<td>(417,952)</td>
</tr>
<tr>
<td><strong>Provisions for liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Pension liability</td>
<td>(62,859)</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>348,397</td>
</tr>
<tr>
<td><strong>Reserves</strong></td>
<td></td>
</tr>
<tr>
<td>Income and expenditure reserve</td>
<td>178,421</td>
</tr>
<tr>
<td>Revaluation reserve</td>
<td>169,976</td>
</tr>
<tr>
<td><strong>Total reserves</strong></td>
<td>348,397</td>
</tr>
</tbody>
</table>

Annual Report 2019 | 35
## Customer Charter performance updates

### Contacting us

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of tenants satisfied with overall service provided.</td>
<td>94.7%</td>
<td>91.9%</td>
<td>✓</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of calls answered in 20 seconds at OneCALL.</td>
<td>86.9%</td>
<td>81.5%</td>
<td>↔</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of letters answered in target.</td>
<td>100%</td>
<td>98%</td>
<td>↔</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of Care Link calls answered in 15 seconds.</td>
<td>91%</td>
<td>91.6%</td>
<td>✓</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of complaints answered in target.</td>
<td>100%</td>
<td>100%</td>
<td>✓</td>
<td>95%</td>
</tr>
</tbody>
</table>

### Major improvements

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of tenants satisfied with the overall quality of their home.</td>
<td>90.4%</td>
<td>89%</td>
<td>↔</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of properties handed over in target.</td>
<td>99%</td>
<td>88%</td>
<td>↔</td>
<td>95%</td>
</tr>
<tr>
<td>Residents given 21 days notice of works commencing.</td>
<td>98%</td>
<td>98%</td>
<td>↔</td>
<td>100%</td>
</tr>
<tr>
<td>Number of retrofits completed against those planned.</td>
<td>578</td>
<td>797</td>
<td>✓</td>
<td>400</td>
</tr>
</tbody>
</table>

### Adaptations

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of tenants satisfied with the adaptations service.</td>
<td>99%</td>
<td>98%</td>
<td>✓</td>
<td>95%</td>
</tr>
<tr>
<td>Time taken to complete major adaptations.</td>
<td>10 weeks</td>
<td>13 weeks</td>
<td>✓</td>
<td>16 weeks</td>
</tr>
<tr>
<td>Time taken to complete minor adaptations.</td>
<td>4 weeks</td>
<td>3 weeks</td>
<td>✓</td>
<td>8 weeks</td>
</tr>
<tr>
<td>Average length of time taken to complete all adaptations.</td>
<td>4 weeks</td>
<td>3 weeks</td>
<td>✓</td>
<td>7 weeks</td>
</tr>
</tbody>
</table>
### Repairs

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of tenants who are satisfied with the repairs service.</td>
<td>91%</td>
<td>89%</td>
<td>[ Lesbian ]</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of responsive repairs fixed right first time.</td>
<td>92%</td>
<td>93%</td>
<td>[ Lesbian ]</td>
<td>90%</td>
</tr>
<tr>
<td>Average time taken to complete a responsive repair.</td>
<td>5 days</td>
<td>6 days</td>
<td>[ Yellow ]</td>
<td>5 days</td>
</tr>
<tr>
<td>Number of properties without a valid gas safety certificate.</td>
<td>0</td>
<td>0</td>
<td>[ Yellow ]</td>
<td>0</td>
</tr>
</tbody>
</table>

### Allocation of properties

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenants happy with the overall quality of their home.</td>
<td>90%</td>
<td>88%</td>
<td>[ Yellow ]</td>
<td>95%</td>
</tr>
<tr>
<td>Average days to re-let a social housing rental property.</td>
<td>17 days</td>
<td>17 days</td>
<td>[ Yellow ]</td>
<td>18 days</td>
</tr>
<tr>
<td>Average number of weeks applicants at band A and B classification before allocation.</td>
<td>36 weeks</td>
<td>44 weeks</td>
<td>[ Red ]</td>
<td>40 weeks</td>
</tr>
<tr>
<td>Percentage of lettings to black, Asian and minority ethnic applicants.</td>
<td>15%</td>
<td>11.3%</td>
<td>[ Red ]</td>
<td>13.5%</td>
</tr>
</tbody>
</table>

### ASB (Tenancy management)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of tenants satisfied with how nuisance complaints are dealt with.</td>
<td>89%</td>
<td>81%</td>
<td>[ Yellow ]</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of tenants satisfied with the outcome of their nuisance complaint.</td>
<td>90.5%</td>
<td>78%</td>
<td>[ Red ]</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of closed ASB cases that were resolved.</td>
<td>94%</td>
<td>97%</td>
<td>[ Yellow ]</td>
<td>99%</td>
</tr>
<tr>
<td>Percentage of people willing to report nuisance behaviour to us in the future.</td>
<td>97%</td>
<td>86%</td>
<td>[ Yellow ]</td>
<td>90%</td>
</tr>
</tbody>
</table>
Our year in pictures

2018 April
Locals celebrate Tour de Yorkshire in Pontefract and Airedale by creating banners and taking part in other activities.

May
Our newly renovated Pontefract Hub opens, helping support our customers to access more services online.

June
We hand over the keys to our 2000th new build property.

July
More than 500 solar panels have been installed to the roof on Merefield House to help improve our environmental efficiency.

August
Local children in Knottingley helped to clean their streets by doing a litter pick during the school holidays.

September
Residents at Bembridge House ILS enjoyed an arts and crafts session.
Microsoft visited us to demonstrate emerging digital technologies to our employees.

Nine employees completed the Institute of Leadership and Management Level 3 qualification and presented their personal journey to Kevin Dodd.

The Knottingley Estate Team donated 66 Easter eggs to The Old Quarry Adventure Playground.

A local Scouts group performs for residents at Silkstone Court.
Vision

to create confident communities

Mission

to inspire, transform and promote excellence

Values

to be creative, inclusive and work with integrity