Vision
creating confident communities

2020, 2025, 2030 and beyond
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Making an impact in the Wakefield district

During the last 10 years, WDH has had a major impact on the landscape of the Wakefield district. We’ve become much more than a landlord and are firmly on track to meet our next milestone - delivering significant social impacts which improve the lives of local people.

In reaching our second milestone of ‘offering real choice and real opportunity’, we have achieved some major landmarks. We have completed our Strategic Improvement Programme, been named UK Landlord of the Year, received the European Business Excellence prize for customer service, and many more.

Our business now stretches beyond the district, we are delivering repairs and maintenance to a further 12,000 homes across the north of England as part of our Northern Shared Services cost sharing partnership. The savings generated from this partnership are reinvested in schemes which improve the lives of people living within our 31,000 homes in Wakefield.

As we celebrate our 10 year anniversary, we continue to look forward. Our Vision has evolved to meet the changing demands of the communities we serve, and we also outline our new milestone to 2030.

Kevin Dodd, Chief Executive
332,000 people live across the Wakefield district. 1,380 (5.1%) of the district’s 18-24 year olds are not in education, employment or training (NEET). Around 4,000 Wakefield residents have dementia. 24% of the population live in private registered provider properties (Department of Communities and Local Government 2013). 10% of the population have no qualifications, higher than the Yorkshire and Humber average of 9.8% and the British average of 8.8%. Gross weekly pay for full time workers stands at £442.20, below the British average of £520.80 and the Yorkshire and Humber average of £479. 16% of the working age population (33,550 people) are on benefits, above the British average of 12.7%.

According to the Land Registry, the average sale price of house prices in the district in March 2015 was £106,121. There are currently 21,030 Homereach members – (35 April 2015). Children and young people under the age of 20 years make up 23.2% of the population of Wakefield. 10.3% of school children are from a minority ethnic group. The level of child poverty is worse than the England average, with 21.4% (13,000) of children aged under 16 years living in poverty. Children in Wakefield have average levels of obesity: 9.4% of children aged 4-5 years and 20.1% of children aged 10-11 years are classified as obese.

Ofgem predicts that a typical dual-fuel energy bill could increase from around £1,200 to between £1,300 and £1,800 by 2020. This is partly due to £150 billion of potential power infrastructure replacement work, plus the cost of achieving the government’s target to reduce greenhouse gas emissions by 34% by 2020. Around 3,900 people aged over 65 are living with dementia and this number is likely to rise to 4,800 by 2020, as the population ages.

Wakefield district facts...

2020

- Ofgem predicts that a typical dual-fuel energy bill could increase from around £1,200 to between £1,300 and £1,800 by 2020. This is partly due to £150 billion of potential power infrastructure replacement work, plus the cost of achieving the government’s target to reduce greenhouse gas emissions by 34% by 2020.

2025

- Carbon emissions are expected to reduce by 60%, with 24,000 new properties being built including 400% more using renewable energy.
- By 2025 the UK population is projected to increase to 69 million.
- The average age is expected to increase to 42 from 40 in 2025.

2030

- The population of Wakefield is expected to increase to 356,000 from 332,000.
- The number of Wakefield district residents aged 65 and over is forecast to rise from 55,000 in 2011 to almost 70,000 in 2031.

..and the changing landscape
Confident communities

We have a Vision to create confident communities.

We were established 10 years ago following strong support to create a new and different way to deliver housing services to those people in need who wish to rent good quality and well managed accommodation.

The Board and key partners recognise that we need to build on these excellent foundations and move towards our long-term goals, that will deliver sustainable living.

The starting point has seen us use our current strengths and track record in delivering promises and improving lives.

We will continue to invest in people, properties, places and improve our performance to achieve our Vision.

Providing a better future...

To be at the forefront of delivering positive change, we have four strategic objectives.

• Be a landlord of choice by putting the customer first.
• Adopt best practice in good governance, to be a well managed business.
• Be a positive force through leadership and influence, to develop the potential of our people.
• Be a partner of choice, to create better places to live.

...by inspiring, transforming and promoting excellence
Enhance our reputation

In delivering our Vision, our key values are to:

• be creative;
• be inclusive; and
• work with integrity.

Seeing ourselves through the eyes of others

WDH will exceed expectations and build our brand and reputation by:

• trying new ways of working;
• opening ourselves to challenge;
• providing local services;
• caring for local communities;
• being honest and transparent in decisions we take;
• being professional in everything we do; and
• continuing our journey to excellence.
Deliver on the challenges to achieve our Vision

The key milestones of our Vision are:

- by 2020 - be an enterprise with social impacts;
- by 2025 - make real change through social outcomes; and
- by 2030 - improve lives through social enterprise.

“WDH will be a dynamic enterprise, delivering lasting economic, environmental and social change.”
Improving the quality of life

Through partnership working we will...

Build a more competitive knowledge economy through:
- supporting entrepreneurship;
- encouraging local innovation; and
- developing an educated, skilled and flexible workforce.

Improve economic prospects by:
- reducing deprivation and inequality; and
- improving health and tackling crime.

The impacts of these activities will have clear measurable targets and outcomes, which will be reported annually.

Improve the quality of the environment by:
- investing in housing;
- promoting respect; and
- improving green and open spaces.

Promote self sufficiency through:
- sustained investment; and
- developing future leaders.

“WDH put people at the heart of everything.”
2020 - an enterprise with social impacts

WDH will have created a model for sustainable living in mixed tenure communities, through development exceeding the pace of change of the wider environment.

Significant social impacts

By 2020, we will make impacts by:

• maximising the social dividend of our landlord services;
• having no young people living in our properties who are not in employment, education or training (NEET);
• meeting the affordable housing needs of the district;
• ensuring all WDH tenants can benefit from being online; and
• meeting the wellbeing needs of WDH tenants.
Realising aspirations

By 2025, we will make real change through:

• developing a franchise culture to maximise mutual business benefits;
• embracing new democracy through customer scrutiny and co-regulation;
• creatively using our assets to maximise investment;
• defining stakeholder targets and working in partnership with other like-minded organisations to deliver shared outcomes; and
• providing targeted support and advice so local people can realise their aspirations.

WDH will work collaboratively and inclusively by developing tenant and user regulation to deliver services people want.
2030 - improving lives through social enterprise

We will be investing in a range of social enterprise start-ups in support of the development of local communities and the pursuit of a ‘bigger life’ for all tenants.

Promoting self-sufficiency

By 2030, we will improve lives by:

• increasing the number of tenants involved in social enterprise service delivery;
• providing targeted support and advice;
• empowering tenants and residents to deliver the services that are important to them;
• creating economic, social and IT resilient tenants and local communities; and
• leveraging the benefit of integrated housing, health and social support.
Confident communities

WDH will have helped create healthier communities, better places to live and work and cleaner, greener and safer environments.

We know we will have achieved our Vision when:
- health inequalities have been reduced, by promoting healthier lifestyles;
- the young people of yesterday are tomorrow’s community role models;
- employment opportunities are local, specific and community-based; and
- environmental quality has improved as a result of eco-friendly actions.

“To be excellent you need to know how to use it.”
Vision

to create confident communities

Mission

to inspire, transform and promote excellence

Values

to be creative, inclusive and work with integrity

delivering promises, improving lives