

2025 Business Strategy - 2023 update (summary)



Vision 2025 Milestone: Making real change through social outcomes by working collaboratively and inclusively to deliver services people want and need.

To be a landlord of choice by putting the customer first.

Customer excellence

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

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.

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.

To be a partner of choice to create better places to live.

New homes and growth

Increasing access to high quality affordable housing.

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.

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 anti-social behaviour.
- Retaining health and safety, environmental and technical services standards and accreditations.

To be a positive force of leadership to develop the potential of people.


Skills and enterprise


Supporting tenants and communities to achieve their aspirations and ambitions.


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.


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.

 **INVESTORS IN PEOPLE** Retaining IIP accreditation.

To be a well managed and well governed business.


Business of the future


Being a fit for purpose, forward looking business.


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.


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.