



Vision to 2035

Creating confident communities
2025, 2030, 2035 and beyond

delivering promises, improving lives



Our Vision to 2035

The road to creating confident communities

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The road to creating confident communities

Since we were established 15 years ago, we have continued to go from strength to strength. We have delivered our milestone to become an enterprise with social impact and are about to embark on our next five year milestone to 2025 'making real change through social outcomes.'

We have built strong foundations and excellent relationships with partners to deliver a number of significant achievements. Over the last five years, we have:

- delivered just over 1600 new homes and re-invested nearly £146 million in improving our existing homes;
- refurbished 16 independent living schemes improving the quality of life for our residents;
- expanded our integrated care offer working with partners across the NHS to improve our health and wellbeing offer, including Mental Health Navigators and Housing Co-ordinators within local hospitals;
- promoted financial inclusion and supported vulnerable tenants to stay in their homes;
- supported around 2800 individuals into training and employment through our Community Employment Advisors, and provided training opportunities for a further 155 through our Training for Employment Scheme;
- employed 62 individuals through our Apprenticeship Programme;
- reduced carbon emissions from our operations by just over 17%; and,
- generated around £320 million social dividend for the benefit of our communities.

As we celebrate our 15 year anniversary, we continue to look towards the future and work towards our Vision to 2035.

Andy Wallhead
Chief Executive





and also



Our Vision is to create confident communities

- Which are healthy, safe and green.
- Where our tenants are proud to live, work and feel part of their local community.
- With affordable, high-quality, secure homes and good local services.
- With access to high quality training and job opportunities.
- Where our tenants feel safe and supported in their day to day lives, and in their communities.
- Where our tenants are healthy and have a good sense of wellbeing.

We will work in partnership to deliver our Vision, improve the quality of life and reduce inequalities across our communities.

To be at the forefront of delivering positive change we have four strategic objectives. These are to be a:

- landlord of choice by putting the customer first;
- partner of choice to create better places to live;
- positive force of leadership to develop the potential of people; and
- well managed and well governed business.





Mission and Values

Our Vision is underpinned by:

Our Mission

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

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.

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.





Brand and reputation

Seeing ourselves through the eyes of others

We will exceed expectations by:

- trying new ways of working and welcoming challenge;
- caring for local communities and providing local services;
- being professional in everything we do;
- being honest and transparent in the decisions we take; and
- maintaining the highest standards and continuing on our road to excellence.





Our operating environment...

We launch our updated 2035 Vision in the context of a turbulent national and global landscape.

Political change following the December 2019 elections and uncertainties around Brexit, will continue to impact upon national policy making, and the economic outlook nationally, regionally and locally.

Digital innovation has an ever-increasing impact upon society and provides new opportunities across every area of our day to day lives.

Advancements in medicine and technology are improving our health and wellbeing, contributing to increased life expectancy.

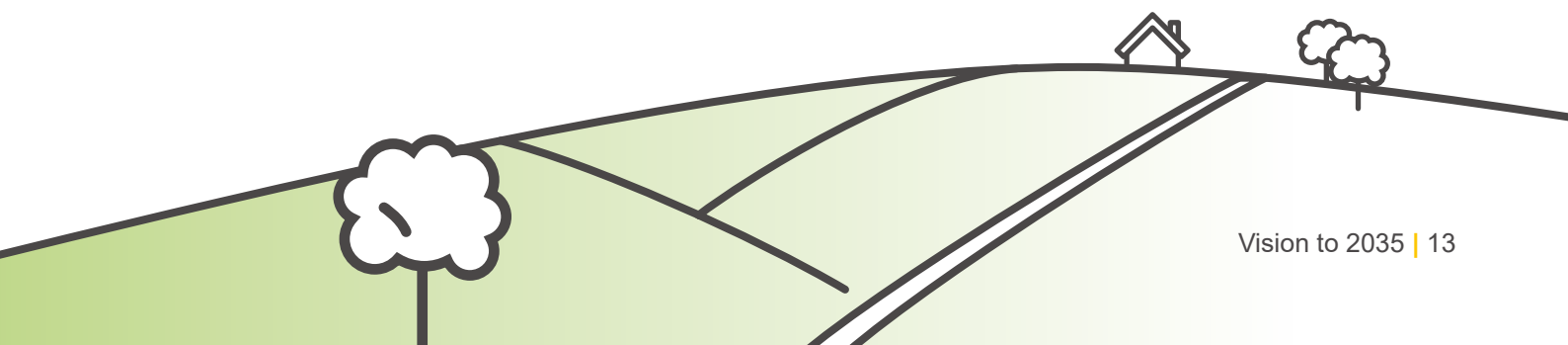
An increased focus on the climate change agenda globally, nationally, and regionally requires us to make significant changes to ensure our planet is sustainable for generations to come.

In all this remains one key certainty an ever growing and ageing population. By 2035 the UK population is expected to rise to 73.2 million and average life expectancy will increase by around 2 years; for females to 84.7 years and males 81.7 years.

In Wakefield, the population is expected to increase by 6% from current levels to 361,400, with the number aged 65 or over increasing by 43% and the number under 25 decreasing.

With this will be a continued and increasing demand for decent, safe and affordable homes, including social housing. An ageing population will also increase the demand for supported housing provision.

As we work towards our Vision to 2035, we will continue to be proactive in responding to our changing operating environment, and the range of challenges and opportunities presented.

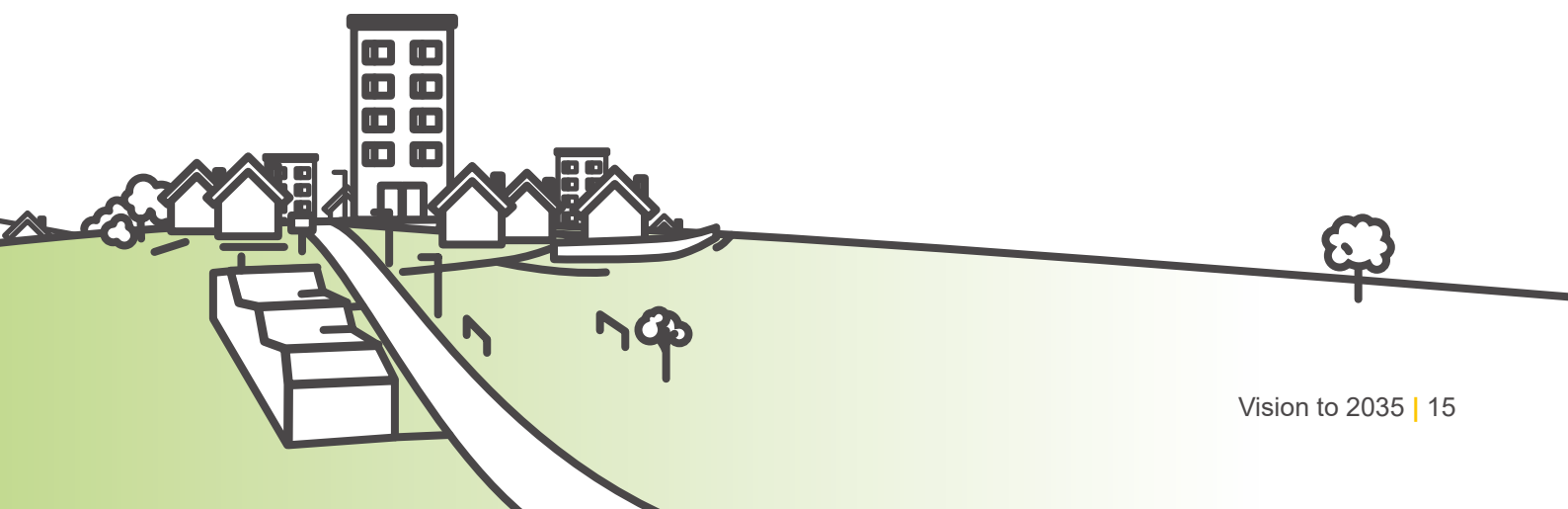




Vision milestones

The long term purpose of our Vision is supported by three, shorter term, five-year milestones.

- By 2025 - **Making real change through social outcomes:** by working collaboratively and inclusively to deliver services people want and need.
- By 2030 - **Improving lives through continued social investment:** by supporting communities and promoting self-sufficiency.
- By 2035 - **Leading sustainability through social change:** through the provision of net zero carbon services.





2025 - Making real change through social outcomes

Through working collaboratively and inclusively to deliver services people want and need

By 2025, we will make real change through:

- Providing high quality, value for money, tenant shaped services and supporting our tenants to maintain successful tenancies and healthy lives.
- Increasing access to high quality affordable housing, meeting the highest standards of safety and repair and regenerating our communities.
- Supporting tenants and communities to achieve their aspirations and ambitions and ensuring a highly skilled, capable and resilient workforce.
- Being a fit for purpose, sustainable and greener business, responsive to climate change.





2030 - Improving lives through continued social investment

By supporting communities and promoting self-sufficiency

By 2030, we will improve lives through:

- Empowering our communities to influence the services that are important to them and leveraging the benefit of integrated housing, health and social support through independent living schemes and an enhanced health and wellbeing offer.
- Ensuring all new homes are digitally smart, net zero carbon homes and all housing stock exceeds minimum standards of safety, compliance and energy efficiency.
- Helping communities to develop the skills needed for modern living and work, supporting them and existing social enterprises to provide services for the benefit of the local economy and ensuring our workforce is fully skilled and agile to support self-sufficient communities.
- Being a financially secure and digitally integrated business with net zero carbon operations.

Online
Digital
Connect
Support
Access



2035 - Leading sustainability through social change

Through the provision of net zero carbon services

By 2035, we will lead sustainably through:

- Being a leader in the housing sector for integrated housing, health and social support and the provision of smart health technologies.
- Replacing unsustainable homes with new modern net zero carbon homes and enabling greener, climate ready neighbourhoods.
- Ensuring communities have the skills needed to achieve sustainable lives and our workforce and supply chain has the knowledge and skills to support the delivery of net zero carbon services.
- Being on a path towards becoming a financially sustainable and negative carbon business operating within a circular economy to minimise waste and maximise resource efficiency to the benefit of our communities.





Delivering our Vision



The road to creating
confident communities

We will work in partnership to respond to future challenges as we move forward to deliver our Vision.

The milestones of our Vision will be delivered through our Business Strategy which is updated annually.

The latest version can be found
www.wdh.co.uk

Vision

to create confident communities

Mission

to inspire, transform and promote excellence

Values

to be creative, inclusive and work with integrity



www.wdh.co.uk



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electronically at www.wdh.co.uk



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other formats on request.



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