



Wakefield and District Housing

National Housing Maintenance Forum

**Best Practice Awards 2009: Meeting
the residents' need in the provision
of a maintenance service.**

Gas Servicing and Maintenance Provision

A. Key Facts Section

A 1. Summary of Organisational Details

Name of Organisation	Wakefield and District Housing		
Address	Business or industry type		
Merefield House Whistler Drive CASTLEFORD West Yorkshire WF10 5HX	Social Housing; Registered Charity		
	Number of years the Organisation has been in operation		
	Three years		
	Number of employees		
1,385			
Main company contact(s) details regarding this submission			
Name(s)	John Osborne Dennis Bennett Ella Cooper	Position(s)	Specialists Services Manager Gas Operations Manager Performance Manager
Postal Address	As above		
E-Mail Address(es)	JAOsborne@wdh.co.uk dbennett@wdh.co.uk ecooper@wdh.co.uk		
Telephone Number(s)	01977 728716 01977 724401 01977 727658		
Name of the most senior person on site			
Name	Kevin Dodd	Position(s)	Chief Executive
Postal Address	As above		
E-Mail Address(es)	kdodd@wdh.co.uk		
Telephone Number(s)	01977 724444		
Report Author	Ella Cooper – Performance Manager/Systems Thinking		
Report Submission	Gas Servicing and Maintenance Provision		

WDH are pleased to submit our application to the National Housing Maintenance Forum for the award for the contractor providing the most innovative maintenance service.

We are a young and ambitious organisation and have been recognised with the highest award from the audit commission, together with other national accreditations including, UK Regional Business of the Year. However, we are not complacent and we look to improve in everything we do.

While the current economic slowdown is having international significance, WDH has, and will, continue to invest in people, properties and places - improving services and quality of lives.

The Operations Directorate brings together all customer facing services in WDH and to this end we are open to external challenge. We seek to deliver the services people want, where they want and when they want them. Our aim is to deliver the services people need right first time every time. We are working hard to bring everyone together to enable us to meet our ambitious goals.

The gas servicing and maintenance provision has led the way having initially been scrutinised using value for money principles. Having accomplished significant savings and made efficiencies we now seek to deliver quality services focussing on customers needs and individuality to suit differing lifestyles as far as practically possible. We believe that this service has been the trailblazer and now wish to test our views through external challenge by competing for this award and seeking their expertise to challenge our views.

1. Key Facts about your organisation

Overview



Wakefield and District Housing (WDH) became the largest single housing stock transfer organisation in March 2005, taking responsibility for over 31,000 homes in the Wakefield district, approximately 23% of all housing within the district

About Wakefield

The Wakefield district covers approximately 500 square miles and has an increasing and aging population of 320,900. The current black and minority ethnic (BME) population is 3.3%

About Us

WDH has a Board and Executive Management Team (EMT) led by the Chief Executive, four Executive Directors and nine Service Directors. The Board has 15 members (five tenants, five independents and five council nominees), is responsible for effective governance and strategic visioning.

There are five management areas, each with a local management committee (LMC), which has 15 members (five tenants, five independents and five council nominees).

Key Facts

- We have a mix of houses, bungalows, maisonettes and flats, some of which are high-rise blocks; 60% are three bedroomed houses.
- We house around 65,000 people, 19% of the population in the district:
 - 50% are over the age of 65;
 - 51% are single person households;
 - 33% have a long-term illness or disability;
 - 83% have an average income of less than £10,399; and
 - 1,500 households do not have a bank account.
- We are investing £700m to bring homes up to the Wakefield Standard, higher than the government's Decent Homes Standard (DHS), by 2012.
- WDH manages 53 independent living schemes for 2,187 elderly and vulnerable people.
- WDH has been awarded the highest accolade by the Audit Commission in September 2007, of three stars and excellent prospects - one of only three housing organisations in the country to achieve this, but the largest and quickest.

Strategy



Our Vision is delivered through the EMT supported by a team of Service Directors and senior managers ([see full structure](#)).

WDH's corporate planning vehicle includes the [Vision to 2020](#) aiming 'to create confident communities' by being a catalyst for change in housing, health, education, employment and the environment.

The Vision to 2020 has three main milestones:

- Create neighbourhoods where people want to live.
- Offer real choice and real opportunity.
- A social enterprise with social impacts.

Our mission is 'to inspire, transform and promote excellence'.

Our values are 'to be creative, inclusive and work with integrity'.

Our four strategic objectives are to:

- 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.

Each year we review and publish progress against our Vision, [attached is the latest publication](#).

Gas Servicing and Maintenance Provision

- Prior to stock transfer, which was driven by the governments DHS, the gas servicing and maintenance work was commissioned through Wakefield Council's direct labour organisation (DLO). The commissioning of the work and the demands placed on the DLO from other council departments created a tension between both parties, as competing priorities had to be dealt with. As a result of these growing tensions, quality and deadlines began to fall and it was clear action had to be taken if standards were to be improved. A decision was taken to 'take the DLO in house' and at the point of stock transfer; the move successfully brought both the client and contractor together as one organisation.
- There are 23,500 properties on the gas servicing programme.
- The successful transfer of stock has led to one mission, one set of values and clear goals. This commitment and procedural progress has been recognised in the Audit Commission Inspection report.
- The Audit Commission Housing Inspectorate holds stringent penalties for non-compliance. These include identifying strict targets and, due to the nature of gas supplies and the potential threat of explosion, the Health and Safety Executive can impose imprisonment. The targets for compliance (derived from Gas Safety Briefing Note for Landlords) requires:
 - Gas Safety (Installation and Use) Regulations 1998
 - Health and Safety at Work Act 1974 (HSC2001) installation and use for gas system and appliances.
 - Management of Health and Safety Regulations 1999 (Gas Safety Review (HSC2002)
 - Environmental Protection Act 1990 Section 81/Schedule

For more detailed information see [Gas Servicing Procedure](#).

2. What is innovative about the service provided?

In what way is it innovative?

- The gas servicing and maintenance provision is subject to strict regulatory and legislative controls, which determines to greater extent policy and procedure. However, by bringing together the client and contractor as one organisation and by streamlining actions for involvement, participation and communication we now have one organisation with a clear mission, goals and values.
- Furthermore, as part of its' regulatory commitment to provide value for money services and to inform the requirements within the Audit Commission's Key Line of Enquiry (KLOE32) a programme of reviews was implemented. Gas servicing led the way and provided the template for all subsequent corporate reviews. The actions carried out, as a result of the review, has led to ground-breaking improvements. The review challenged the relationship between gas servicing and gas maintenance and repair.
- The spare capacity identified from the efficiencies gained has enabled WDH to offer gas related works to the wider Wakefield community, including our leaseholders through a subsidiary company in WDH Solutions. Income generation is used to invest in our Community Leadership Programme and improved maintenance services.
- It also identified that the WDH upgrade specification could significantly contribute to the control of costs with regard to future gas servicing, repair and maintenance. This control has been achieved by Technical Services leading the Specification of Seasonal Efficiency Demand Band A (SEDBUK Band A) Gas boilers and controls and ensuring that WDH's long-term interests are protected through the Decision Analysis Process (DAP) for these and other products. The WDH upgrade specification also includes the Specification of components to reduce the risk of carbon monoxide.
- WDH has a bespoke upgrade specification for all properties upgraded to the 'Wakefield Standard, this criteria exceeds the government DHS, it is centred round lifestyle and tenant choice.
- The DAP includes free items from the manufacturer including training with certification, hospital kits, technical updates and extended warranties where Technical Services can carry out the required repair on behalf of the manufacturer with a recharge to the manufacturer as their approved service partner. This keeps services downtime to a minimum and ensures a 'first time visit repair' and the efficiencies that this brings.
- WDH was the first registered social landlord (RSL) in the UK to attain CCL (Corgi Certification Limited) status having already being, in accordance with Regulations, certified with the CORGI scheme for registered gas installers.
- The gas servicing and maintenance provision is part of the Gas Section within WDH Technical Services. Currently the Gas Section carries out gas servicing, maintenance and repair and new installation works for WDH properties. The Gas Section Engineers are fully qualified to carry out all gas related works for domestic and industrial and commercial gas appliances and installations. All works are carried out in compliance with regulations and legislation.

Why was the innovation necessary?

- Gas servicing and maintenance is a crucial front line service with considerable health and safety legalities, and reputational risks. It also has significant links to sustainability issues within our Vision as the timely servicing of gas appliances help to reduce CO₂ emissions and ensures efficient usage resulting in reduced energy costs for our tenants.
- The health and safety of our tenants is paramount, we have recognised that to minimise risks associated with gas servicing and maintenance provision that access, awareness, product specification and training are of paramount importance.
- The delivery of a first class service is our aim; however we also want to ensure that these services are delivered with the maximum efficiency and stand comparison with best in class solutions within, not only the RSL sector, but with the industry as a whole. We are achieving this by been recognised as good practice leaders by not only the gas industry, being awarded the CCL award but by being invited by Benchmarking Clubs such as Housemark to present our achievements to date.
- When WDH launched its Vision to 2020 in April 2006 we committed to embrace new ways of working by opening ourselves to challenge in the way local services are provided. We also committed to professionalism in the delivery of services and being honest and transparent in our decision-making. The Project Team leading the Gas Service Review comprised of employees as well as tenants to ensure a 360 degrees perspective.
- The review took place in 2006, and the action plan resulting from this has led to unprecedented achievements. These include a complete procedural change to eradicate outstanding gas services, the redirection of resources from improved utilisation of engineers and a new ICT system to deliver an efficient and auditable programme



How did the innovation evolve?

- The service review followed closely the examination framework, which was first initiated in the local government 'Best Value' regime but builds on this by also visiting and judging the service in line with appropriate Housing Corporation KLOEs a cornerstone of the current external challenge environment and Gershon Report principles in relation to the provision of value for money services that tenants want. The review was the catalyst to the innovation for change for the delivery of gas servicing, maintenance and repair; these services are now in a position of strength. The service is externally benchmarked against for good practice.
- The Audit Commission recognises that certification is a sign of good and safe gas work, and is detailed in KLOE 3 – Stock Investment and Asset Management. [Gas Safety](#).
- Gas servicing, maintenance and repair are a crucial front line service with considerable health and safety and reputational risks.
- Having assessed the risk to our tenants and as a highly regarded social landlord. It was decided that for all gas related works to streamline processes, and comply with regulations and minimise potential risk that WDH would be responsible for the in-house operational delivery and management of gas servicing, maintenance and repair.
- Key actions were identified and a comprehensive revised [Gas Servicing Procedure](#) was implemented.
- A [servicing procedural flow chart](#) illustrates the areas of responsibility and accountability to ensure an 'expert' service.
- WDH challenged the existing way the service was delivered and assessed how conducive this was in meeting our tenants' lifestyles. It concluded that the current service delivery shift had to change.

How do you expect it to grow?

- The aim of the gas servicing programme is to have a first class reputation. In support of this, the [KPMG audit](#) from January 2008 highlighted that the internal controls, risk management and governance as 'good.'. From this solid foundation the service is now in a highly regarded position to build on its reputation.
- Gas Installations increase weekly as a result of the WDH upgrade programme, this in turn will increase the number of WDH properties on the gas servicing programme requiring future maintenance and repair works.
- WDH Solutions is a subsidiary company outside the charitable status to provide a competitive service and sustain the employment base generating income using existing services. The gas servicing and maintenance provision offers this facility to other residents in the Wakefield area without compromising our core business to our tenants.
- Future growth is determined by our existing highly regarded reputation, clear leadership balancing regulation, corporate priorities and above all our own and private tenants lifestyle requirements.
- It is envisaged that the current annual gas servicing programme will run in conjunction with the repair and maintenance inspection programme where the installed services additional to gas in each property will be inspected annually.

How do you monitor how effective it is?

- The review examined the interfaces required within the gas servicing process and whether these provide efficient value added activities and effective inputs in relation to outputs, including the extent to which gas service operations are aligned to other processes within the association. The [Gas Action Plan](#) demonstrates a SMART (Specific, Measurable, Accurate, Realistic, Timely) measures, which is central to the service's future development.
- Compliance with policies, procedures and regulations are continuously monitored, and assessed by WDH which includes the LMCs and the tenant board. Additionally regular independent checks are completed by the following bodies: KPMG, the WDH appointed external auditor, CORGI, CCL, Audit Commission and the Housing Corporation. Please see [timescales of inspections](#).
- In addition, relevant performance indicators have derived from statutory requirements as well as good practice. A full and rigorous appraisal of the current performance in relation to the gas servicing, maintenance and repair provision has resulted in a comprehensive monitoring procedure that builds up year on year trends. The Corporate Performance Report measures the trend and reports to the EMT to highlight any shortfalls as shown in Figure 1.
- A software tool known as 'mobysoft' measures customer satisfaction.' It assesses the feedback of customer satisfaction as well as being an additional text reminder to our tenants for their due gas service.
- The relevant policies and procedures in relation to the service has ensured that it is fit for purpose and procedural change within the constraints of the legal framework have produced more effective working and better value for money and is explained in more detail in the section on evaluating the financial implications.

3. What are the benefits to the client, the contractor and the residents?

How does it enable the client and the contractor to provide a better or more efficient service?

- The merger of the client and contractor service has resulted in more control over the budget and eradicating duplication. This in turn has contributed to the efficiencies gained.
- WDH are winners of both the British Quality Foundation 'Northern Region Business of the Year 2008' Award and the Regional Business of the Year Award 2008. The CCL certification of the gas services and maintenance provision requires procedures for good management practice from criteria incorporated in Chart Mark and Investors in People, and these have directly contributed to the assessment for the British Quality Foundation. The gas services and maintenance provision, through WDH Solutions, is able to compete directly in the open market with these recognised quality standards as determined by [CCL](#).
- By both standardising and streamlining the service, the element of risk to our tenants has significantly reduced. The unified aims and targets are now fit for purpose and this is directly reflected in the improved performance as shown in Figures 1 and 2.

What improvements are experienced by the residents?

- As part of our continual pursuance of excellence and our intention to continually 'see ourselves through the eyes of others'. The service review was the catalyst for improvements from a tenant perspective. The Project Team comprised of employees as well as tenants who lead on the benchmarking and customer feedback. The comments from the review stated: 'WDH actively seek out the comments from tenants for repairs and following every repair a questionnaire is automatically generated to gain feedback and satisfaction.'
- In addition, we challenged the value of the information by further carrying out a customer survey as part of the service review. [Results](#). The outcome is now a service provision based on not only legislation but also from the customer perspective.
- A new ICT system was introduced using both internal experience and external expertise, this in turn has lead to using a further software tool known as 'mobysoft.' It assesses the feedback of customer satisfaction as well being an additional text reminder to our tenants for their due gas service.
- 16,171 customers have been reminded using text messaging for their appointment and this has increased first time access from 77% to 87%
- Due gas servicing warning flags flash on all the housing management system property files, when any other contact is made from the tenant or a query is made on the ICT system. This has contributed to the elimination of overdue services
- Tenant volunteered vulnerable indicators are printed in code and are now on Landlords Gas Safety Records. This information equips the engineer to better understand and respond to our customer base, again contributing to a first time response.
- Procedural updates of tenant contact numbers on all servicing and repair requests are completed. Helping ensure we can keep in contact with our customers
- The revised cyclical programme has lead to every tenant being contacted five weeks prior to the expiry date of the gas service providing every opportunity to ensure their service is completed at a time that is most convenient to them.
- Tenants are kept up to date using a number of different methods including presentations at focus groups and regular updates in the newsletters [tenant newsletter](#).

- Working with the Strategic Programming Team, standardised equipment is now being installed in all our properties. Extensive training on these products provides better knowledge and expertise. Standardisation has also meant that we deliver a 'first time' visit repair. The performance figures correlate to the number of services outstanding as result of improved access, procedures and jobs complete first time. See Figure 1.

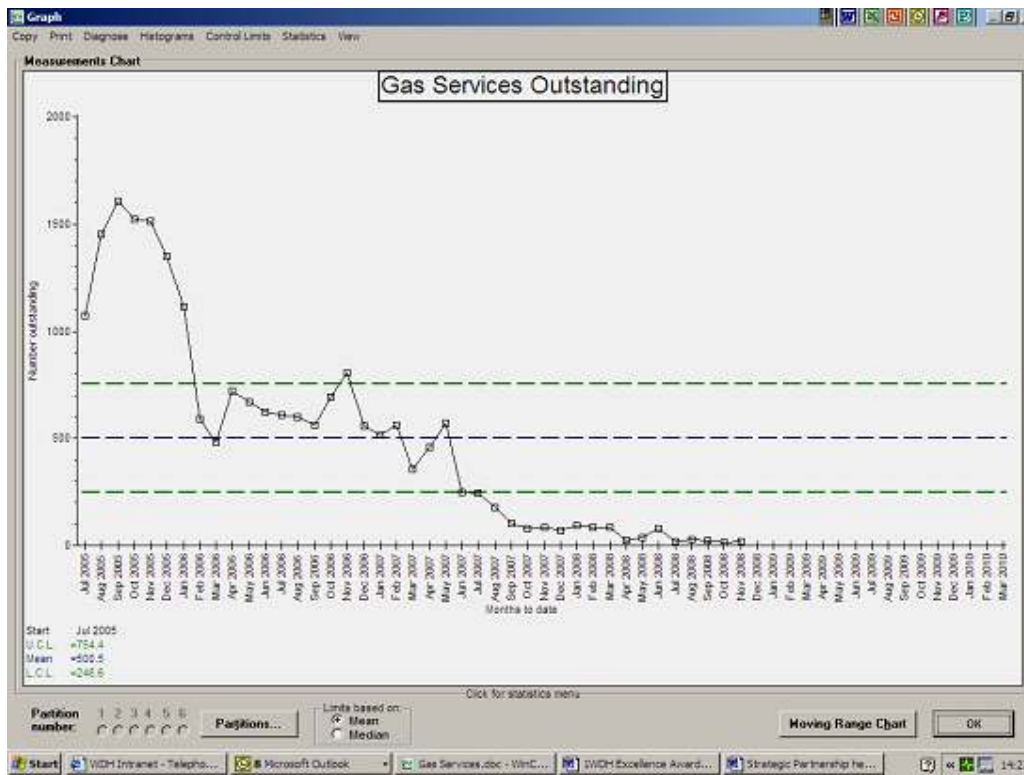
What evidence do you have of the benefits in each case?

Figure 1

Gas Servicing: Week 33 Year 2008	
Number of properties in programme	23,493
Number of properties serviced to date	16,495
Percent of programme completed	70.2%
Number of properties overdue (this week)	17
Number of properties overdue (last week)	24
Properties overdue	
- up to 1 month over due (up to 13 months past last service)	17
- 1 to 3 months over due (13 months to 15 months past last service)	0
- 3 to 6 months overdue (15 months to 18 months past last service)	0
- 6 to 12 months overdue (18 months to two years past last service)	0
- over 12 months overdue (over two years past last service)	0

- We now have guaranteed buying rates and extended warranty periods contributing to a rapid response and the effective control of budgets.
- Our engineers are supplied with a 'hospital kit'. This comprises all parts that can be replaced within the warranty period and can be fit directly by WDH rather than having to wait for the supplier to attend, a one visit fix.
- Our tenants have the option of an electric fire suite reducing the risk from carbon monoxide.
- Appointments include early morning, evening and weekend working, accommodated by flexible working hours.
- We have dedicated 'no access' gas engineers to respond to tenants lifestyle and vulnerability. The performance table in Figure 2 illustrates the reduction in outstanding gas servicing.

Figure 2



Does it also contribute to meeting the government's efficiency targets and/or sustainability targets?

- We are committed to providing services, which represent value for money. Management of resources is one of our highest priorities to enable us to reinvest resources to front line services to ensure customers receive the best service but also to support and enable the achievement of our corporate priorities. The development of our Value for Money Strategy and its improvement action plan compliments two of our strategic objectives to put the customer first and to be a well managed business.
- This target is a key one for the organisation, which tests business efficiency through our Value for Money Strategy and reinforces our third Strategic Objective to be a well-managed business. The efficiencies gained through our redesigned procedures have led to services being completed within target. In the last eighteen months only seven tenants have been taken to court resulting in successful services being carried out.
- The WDH upgrade specification ensures compliance with regulations and energy efficiency targets. The DAP ensured that sustainability and longevity issues were embraced for the products specified.
- To date WDH have built 101 new build properties in the Wakefield district incorporating ground source heat pumps, air to water heat pumps and solar energy in accordance with the building regulations.
- There are 23,390 Services in the current gas servicing and maintenance programme. The number of outstanding gas services fell from 460 in April 2007, which was 2% of all gas servicing, to 17 at the end of November 2008. A reduction of 443.
- The risk of legal action for non-compliance with legislation is significantly reduced allied to appliance efficiencies.

Does it have any wider community benefits?

- Our social responsibility and good governance has ensured that we have safer communities by having fewer gas services outstanding.
- The Wakefield Standard ensures that our tenants benefit from improved services specification to reflect their lifestyle choice additional to those required by the government standard.
- WDH Solutions provide the wider Wakefield community with an opportunity to purchase professional services in the interests of their own safety. Any surplus generated is reinvested into the community.
- The provision of the same gas services for district heating and independent living schemes embraces the wider community.
- Through the WDH upgrade specification the wider community benefits from ever reducing carbon emissions.
- The gas servicing cyclical programme also incorporates other services checks including controls checks to ensure both compliance with health and safety and efficiency of operation.

4. What were the financial costs and cashable benefits?

What were the costs in developing and implementing the best practice services?

- Since Stock transfer in 2005, the bringing together of the client and contractor function has lead to a 6% reduction of costs to the gas service in 2006/2007. These efficiencies have lead to a further saving of 16% in the following year.
- There are now 23% less gas servicing engineers working on the gas servicing and maintenance programme.
- The savings are attributable to the reduction in employees whilst at the same time there is an increase in the number of gas and maintenance appointments.

What are the additional costs or financial savings in running the services, and from what do they arise?

There are significant financial savings in running the current service. The review led the way having initially scrutinised all aspects of the service using value for money principles.

Having accomplished these significant savings and efficiencies we now deliver a quality service focussing on customers needs and individuality to suit differing lifestyles.

WDH deliver a 49 week cyclical programme. This is the optimum in efficient service delivery, whilst managing 'risk'. Over a period of 18 years, the same appliance is serviced twice in the same year. Compared to other gas servicing programmes in the industry, where legislation dictates that all gas appliances should be serviced on an annual basis. By benchmarking WDH are aware that housing associations reduce their cyclical programming timescales to meet legislation creating an additional cost.

Our current success is without the full implementation of 'mobile working', these are currently being rolled out across gas servicing, maintenance and repair, further efficiencies will be generated by reducing the need for a paper based system.

How do you measure the financial benefits?

- The introduction and implementation of the new ICT system, the development of which was undertaken by a dedicated gas team has assured a better appointment management system. Consequently there are fewer unnecessary journeys to the stores for supplies, headquarters and no access calls significantly reduced a comparison cost per visit. This is evidenced by the [gas service budget](#) where efficiencies are clearly identified.

Is there any independent audit of these benefits?

- The [KPMG audit](#) rated the service overall as 'Good' as a result of:
- The reduction of costs in services.
- Independent inspection requests by CORGI to maintain the higher.
- CCL recognition.
- The revised procedure, leading to better performance.
- Tenant awareness.
- ICT management.

How are these benefits shared between the parties?

There are reduced costs for gas servicing, maintenance and repair whilst the number of properties due for servicing has increased. The improved 'first time access' has reduced with no added access costs, and savings are redirected into the gas services, maintenance and repair for further development and improvement.

As a direct benefit to our employees, the reduced no access has led to increased productivity and has increased salaries for our operatives.

The Service Level Agreement with manufacturers for extended 'in house' warranty for works undertaken with a direct recharge, has resulted in a 'first time visit repair' which off sets initial inspection visit costs and costs associated with administrative support, with the savings redirected.

How do you expect these to change in the future?

While the current economic slowdown is having international significance, WDH has, and will, continue to invest in people, properties and places - improving services and quality of lives

The challenge in these turbulent times will be to maintain and improve the lifestyles and opportunities of every tenant. The gas, maintenance and repair service will continue to strive to deliver the optimum service whilst redirecting resources wherever practicable into further improving its service by increasing the awareness to out tenants. It is intended that this will lead to a repair and maintenance inspection programme where the installed services additional to gas in each property will be inspected annually.

5. What lessons might be learned by other organisations?

What kinds of organisation might benefit from a similar approach and how might they identify themselves?

WDH share their good practice and learning with other organisations:

- As recognised best practice CORGI recommended WDH to Housemark to share our [improvements and learning](#) at their north and south seminars in the Autumn 2008.
- Additionally, Plymouth Council and Manningham Housing Association have received advice and comment on the gas services that they deliver.
- Any CORGI registered contractor has the opportunity of learning from our best practice by accessing CORGI, WDH and Housemark websites.
- As a three star RSL with a growing reputation our innovation and best practice can be accessed by any other RSL, ALMO or housing association.

How much does its success depend on your own unique circumstances?

This document evidences that success is heavily dependent on understanding your own unique circumstances as an organisation and service provider. The gas servicing, maintenance and repair service is tailored to meet our organisational requirements, regulatory requirements and our tenants' lifestyle as far as practicably possible.

Our success in the delivery of this service, is demonstrated by how we have understood our tenants' needs as well as these regulatory requirements, these in turn, together with good governance dictates our organisational policies and procedures.

Our unique circumstances and commitment to excellent Services were understood from the outset when the client and contractor were brought together.

What expertise is needed to make it a success?

There are clear expectations from all employees derived from our Human Resource policies and procedures. A committed and willing workforce who through investment and education are empowered to make decisions to meet customer demand and this is supported with practical and technical advice through effective leadership and management.

As a learning organisation we pride ourselves in seeing ourselves through the eyes of others. Our performance is benchmarked working in partnership with Housemark as well as been recognised as good practice leaders.

What training would be needed by managers and operational employees?

The merger of the client and contractor services has provided one committed service owned by all with clearly defined roles, responsibilities and timescales for action. This ownership at all levels ensures that all social housing issues including, fuel poverty, vulnerable tenants, leaseholders, equality and diversity are fully understood and incorporated within the service delivery and procedure.

The gas expertise required is driven by regulatory requirements with regard to qualifications and structure.

- The supervisors, under the direction of the Gas Operations Manager receive guidance on new and revised legislation and good practice as recommended by CCL, CORGI and the Audit Commission.
- This information is translated to all the gas engineers in a one to one meeting known as the 'toolbox talk.'
- Records are kept of the meeting and the new instructions are noted. Within a two-week period following the meeting, the supervisor visits the engineer on site to check his understanding and implementation of the latest information
- If the engineer fails to implement the new practice he is given a further week to revise his methods in line with the new procedure. At the next meeting, if he fails to operate the new methods he is disciplined. A complete record is kept of the disciplinary hearings. Within the last year there have been there have been 11 disciplinary hearings for poor service out of approximately 23,000 services completed.
- In addition there are appraisals, management support meetings carried out in line with WDH policy.
- All employees attend a WDH induction programme to instil the organisations vision, mission, goals and values.

How might you do it differently if you started over again at another organisation?

By assessing the unique circumstances of another organisation to identify which areas of innovation and best practice have successfully been developed in WDH and that could be effectively translated into the other organisation.

The outcome would determine what might be done differently. For example, the optimum in service delivery when considering a cost benefit analysis for WDH ensures a 49 week gas servicing programme, this may be different dependent upon the tenants lifestyles in another housing organisation.

Where can they go for assistance or more information?

Contacts: [Wakefield and District Housing - Home](#).

The Specialist Services Manager – John Osborne is responsible for the management of the service.

The report author – Ella Cooper is also available for more information.



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