

## Who we are

Since being formed in 1999, there has been a considerable journey for the business. We have added over 1,000 homes to our portfolio and increased the services that we deliver. We now have homes in the following Council areas: Brighton and Hove, Adur and Arun and are aiming on providing new homes in Chichester and Horsham as part of our plans for the next 5 years.

We are proud of our roots in the local community and continue to develop and support a range of community development activities such as the Community House and activities at the Lovett Hub including the award winning empty plate café. There are also numerous ways in which our residents can become involved and help us to improve our services from being a member of the Residents' Panel to responding to ad hoc surveys. In preparation for the full introduction of Universal Credit we have been updating our systems and digital capability as well as investing in our inclusion and sustainability team to help give residents support during the changeover period. This has resulted in new ways of working being introduced that give greater flexibility in the way in which our residents can keep in contact with us.

The next five years will see further changes and challenges for us and our residents: the implications of the decision to leave the European Union; potential political change of government; the impact of automation and how people use technology; increasing levels of homelessness and changes in the housing industry. We will approach these challenges as we always do – by working with our residents and colleagues across the organisation and other key partners to anticipate the impact on us all and to plan our responses accordingly. We will ensure that while change will and must happen, that we stay focused on our mission and values.



Please contact customer services if you would like this report in Braille, large print, audio version or in another language.

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Calls may be recorded for training and monitoring purposes and to improve our services.

This document is also available to download from our website, [www.worthing-homes.org.uk](http://www.worthing-homes.org.uk)

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## Corporate plan 2018 – 2022



## Our Mission, Vision and Values

We believe that good quality affordable housing is the foundation required for so many other things that we all depend on but may take for granted – security, education, health, work and support networks. It's much more than bricks and mortar – it's about people, communities and opportunities.

**OUR MISSION:** *Enabling people to live in quality homes and thriving communities*

**OUR VISION:** *Helping people create sustainable futures*

### OUR VALUES:

- **Customer focus** - People are at the heart of everything we do, and we remain focused on ensuring all customers are given excellent service
- **Innovation** - As an organisation we are forward thinking and continually looking for ways to improve, and new services to provide
- **Respect** - Everyone will be treated in a fair and considerate manner, with individuals views acknowledged
- **Clear** - We will ensure that we are open and honest in all that we do; and that all of our communications are clear
- **Accountability** - We are dedicated to delivering on the promises that we make

## Our Purpose

During 2017 we worked with colleagues across the business, our residents' panel and the board to review what matters most to us – our purpose as an organisation. It was agreed that we will:

- deliver an excellent customer experience and services that are of value to our residents.
- invest in our communities through our community development work – this investment goes beyond our social responsibility expectations and is one of our drivers to help us achieve our vision to help people create sustainable futures.
- provide as many homes as possible across all tenures (social and affordable rented homes, intermediate rented homes, low-cost shared ownership, market rent, outright sale and older persons housing).
- assist our local authority partners in the provision of temporary accommodation for those that present as homeless and with Worthing Churches Homelessness Project (WCHP) which is specifically aimed at single people, many of whom have been rough sleepers.
- be a good landlord investing in our existing homes and neighbourhoods.
- be as efficient as possible investing in new technology to assist our colleagues in delivering services and offering residents greater choice in the way in which they access our services.
- Work in partnership with other organisations to provide additional services to our residents i.e. care providers, or to improve the general community i.e. the Police

The way in which we are going to meet our purpose, vision and values is contained within our 4 key themes:

- Excellent customer experience
- Place shaping
- One team
- Great business

## Excellent customer experience

For the purpose of this theme, “customer” is defined as any tenant, leaseholder, shared owner, or licensee living in a property owned or managed by Worthing Homes and any other customer of our RedAssure services.

Worthing Homes is committed to providing our customers with an efficient and high quality service. Delivering an excellent customer experience is about providing timely, responsive services with integrity, simplicity and a passion for excellence. Given all the changes with technology we have been looking at the way in which our customers interact with us. Whilst it is recognised that many people will want to be ‘self-sufficient’ and report things on line or ‘self-serve’ many others will still want to interact with us face to face. It is therefore essential that any new channels made available are robust, reliable, easy to use and effective.

Our aim is to:

- continue to provide excellent, consistent and reliable services to all our customers – achieve 91% satisfaction with us as a landlord by 2020
- engage 50% of our customers through our Customer App and web portal self-service options by March 2022
- deliver the agreed service standards under Your Services; Your Home and Your Tenancy through our ‘Customer Promise’.
- increase the number of participants on our Facebook group from 650 to 1,000 by March 2020

## Place shaping

It is really important to us that we work with our residents and other key stakeholders in helping to shape and deliver thriving communities. There is increasing demand for good quality, secure and affordable homes all across the UK and the areas where we work are no different. We will, therefore, try to deliver a range and balance of tenures that reflect the needs of local people, whilst also protecting our existing social rented homes for future generations. However, we also need to actively manage our assets. It has been agreed that for family sized homes (2 bedroom and over) we will stop offering lifetime tenancies and only offer fixed term tenancies for new tenants. We may also look at:

- changing to affordable or market rents, shared ownership or outright sale where this is appropriate to do so, e.g. where we need to create more of a mixed community
- disposing of properties that are no longer economical to repair and the funds from the sales can be reinvested for more housing provision.

As a dynamic, flexible and responsive organisation we actively invest in our homes, affordable warmth and our open spaces using locally based companies and local labour wherever possible. Our stock condition survey is annually updated and validated. It is used to inform our long term investment decisions and produce a 30 year investment plan, based upon life cycles and condition. Over the next 30 years Worthing Homes is committed to investing £94 million, which equates to £3 million each year. We also believe that it is important to invest in other activities in the community not just the provision of bricks and mortar.

Our aim is to:

- enhance our community development activities – through the extension of the projects at Community House and Lovett Hub
- continue to invest in our existing homes - £3 million per annum – providing well maintained and safe homes
- deliver 500 new homes by March 2022

## Our Team

We believe that ‘One Team’ will be achieved by living our values and investing in our people to deliver high quality customer led services. We will create ‘One Team’ culture through our people who are motivated and empowered to make decisions for themselves; by inspiring great performance, through mutual respect, fairness, collaboration, innovation and continuous improvement. Enabling our people to grow and develop with open and honest communication, trust, empowerment, ownership and accountability. Finally by creating a supportive, progressive environment to attract and retain highly skilled people who feel valued, motivated and share a sense of ownership of Worthing Homes’ vision that are proud to work for us.

Our aim is to:

- create a modern streamlined and integrated organisation – achieving a satisfaction score of over 84% for sharing information across the business in our People Survey in 2018
- invest in our employees and continue to make Worthing Homes a place where people want to work – achieve 94% satisfaction with Worthing Homes as an employer in our People Survey in 2018
- deliver 3 days of training per person per year
- deliver the actions identified in our Fairness Strategy

## Great Business

To support the achievement of all of our objectives we will be well governed, provide value for money and maintain our strong financial performance. We will have great digital services and resources, highly skilled and motivated people, in a modern working environment and we will have a great reputation. Our financial business plan ensures that what we do is affordable and does not jeopardise the long term viability of the business. Our ongoing activities will be self-financing, generating enough surplus to meet the repayments on the existing funding, to cross subsidise the building of new homes, continue to provide excellent services to our residents and invest in our community. Our attitude to ‘risk’ is that we are prepared to accept and manage ‘risk’ to provide additional homes and enhance our services, where there is no significant threat to the long term viability of the business. Day to day operational risk is controlled through standing orders and procedures.

Our aim is to:

- improve our performance management framework and publish our results quarterly
- maintain a healthy financial position – operating costs at 53%; operating margin at 40%, surplus of £4million p.a. (2018/19)
- deliver savings of 1% per annum until 2020
- maintain upper quartile performance in our regulator’s ratings
- investigate and, if feasible, establish a subsidiary to undertake more commercial activity by March 2019

