



Corporate plan

2022 – 2027

Worthing Homes

people • communities • opportunities

Welcome to our plans for the next five years at Worthing Homes.

I am really excited to be able to introduce our organisation's new five year corporate plan to you. Working with customers, colleagues and stakeholders we found out what we did well and where we could improve and this information has helped us create a refined version of our values and a new purpose statement that encapsulates everything that we do.

Our customers are at the centre of our service delivery – with the allocation of a new home, support to maintain the tenancy, financial advice, improving homes, offering training and volunteering and employment opportunities, all aiming on delivering our vision of helping create sustainable futures.

Futures for individuals, families, communities, homes, and for the organisation.

We recognise that the world in which we now work in is so very different following:

- the global coronavirus pandemic still here with new variants being found;
- higher than expected inflation partly due to the increase in fuel prices,
- scarcity of certain materials
- pressure on salaries.

Vision, values and purpose

From the recent feedback involving customers and colleagues, it became clear that we needed to re-examine our vision, values and purpose.

There was agreement that our vision:

“Helping create sustainable futures”

Summed up exactly what we were aiming to achieve.

The essence of the values also resonated with colleagues and customers but we have perhaps not made enough of the acronym CIRCA which helps remind everyone what each value is but also that this is what the organisation is all about.

Customer focussed

We make a difference to customers - We listen and work proactively to keep our focus on customers and communities.

Improving

We see challenges as opportunities - We want to achieve more and look to improve what we do by thinking creatively.

Respect

We are compassionate and respectful - We use our positive attitude and empathy to make sure that we treat everyone fairly.

Clear

We are clear and open - We communicate simply, honestly, and openly.

Accountable

We are accountable together - We are a reliable and professional team with accountability and integrity.

There was consensus that the mission seemed outdated and to start to tell our story about what we do, would be better in the form of our purpose:

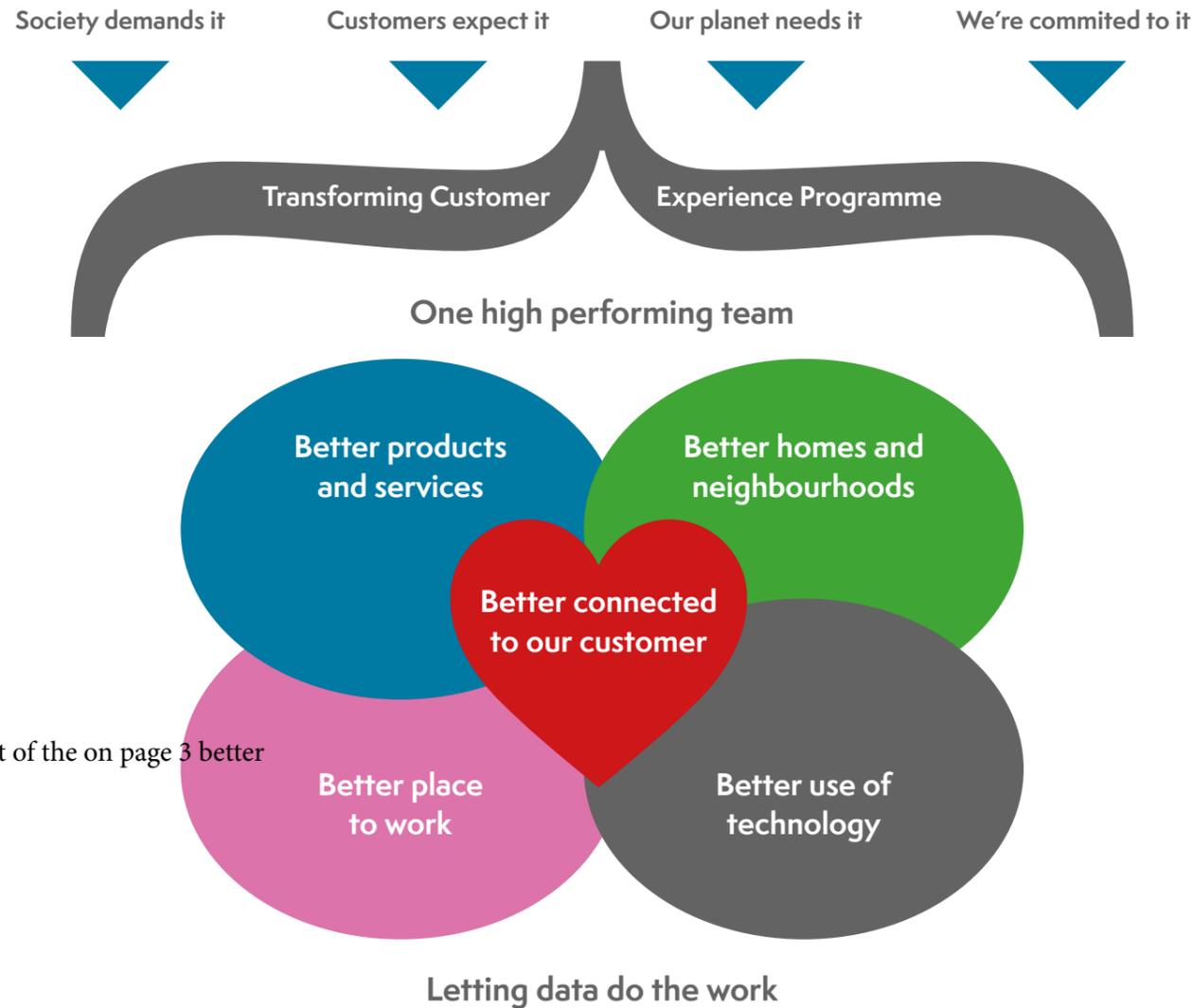
Putting people first to create a legacy of sustainable homes and communities.

As a dedicated and caring organisation, we support customers beyond the provision of good housing. We give the best service to people within the community, and positively impact lives.

We are a progressive organisation whose core values are inclusive, our stable yet bold and ambitious nature will ensure we're here when people need us, now and in the future.

Priorities

Over the next five years we will be developing the themes that have emerged from our bold project – Digital transformation of your customer experience. Working with customers, partners, colleagues and other stakeholders we developed the following concept to sum up our approach to this project:



As you can see we have five main themes:

- Better connected to our customer - very much at the centre of all of our work
- Better homes and neighbourhoods
- Better use of technology
- Better place to work
- Better products and services

These themes are expanded further in the main plan.

As fulfilling our vision and purpose are the key drivers for us, we also need to make sure that we have other things that help support this ambition in place. We believe that we have four very strong pillars in our excellent customer experience work, place shaping approach, working as one team and ensuring we are a great business, all underpinned with a strong financial base.

Better connected to our customer (at the heart of what we do) – our priority is to improve the way in which we use the data that we hold on you to engage with you better, communicate in the way that suits you, truly understand your experience of our services and improve these accordingly.

Better products and services – our priority is to invest in and improve our approach to customer involvement to ensure that your voice is truly heard and you are able to be as involved as you would like to be in helping shape and drive our services forward. We will continue to invest in our financial inclusion work and the assistance fund for residents and are looking at other ways in which we can help during the cost of living crisis.

Better Homes and Neighbourhoods – our priority is to develop and expand our community development work through Community House and Together in Arun projects. We will also continue to invest £4.2m each year to

maintain existing homes. We will also invest in providing 450 new homes per year. We are also investing in meeting the Net Zero Carbon (NZC) requirements by 2030 and 2050.

Better use of technology – our priority this year is to upgrade the main IT system that holds all the data about you and your home so that you can self-serve if that is what you want to do but it will also mean that all colleagues will have access to information to be able to answer your questions at the first point of contact.

Better place to work – our priority is to promote 'Living our values' part of the culture shift needed to move the organisation forward so that we have a highly committed and engaged workforce who are adaptable, embrace new ways of working, strive for continuous improvement, coaching and challenging each other for excellence and taking ownership for solutions. If something isn't quite right, there is collaboration and problem solving with clear communication as to progress.



Our Vision

What will Worthing Homes look like in 2027?

By 2027 we will have fully completed our transformation project and will be working in a modern, customer first and data-driven way. Residents will be accessing our services at a time and place that suits them. They will be able to do this 24 hours a day, seven days a week, via our easy to use online offer. Our services will be accessible using a range of devices including laptops, tablets and smart phones. Residents will book and track services at the touch of a button.

By delivering more services digitally, our transformation plan will have freed up colleagues time to provide more support by phone or in person to residents who need it.

By embracing technology we will have transformed our service offer, saving time and money and improving our customer satisfaction with our services. Colleagues are equipped with technology to deliver quick and effective services in residents' homes and the use of predictive and smart building technology will be an increasing feature, ensuring our homes are maintained to a high quality, are safe and environmentally sustainable.

Our commitment to work with residents and colleagues as 'one team' to deliver our vision will be complicit and evident throughout the organisation. We will have continued to review and modernise our opportunities to involve our customers in shaping both how we work and ultimately how we perform in achieving our vision – helping create sustainable futures. Residents will see us as transparent and much more than just a landlord with the opportunity to access our wider range of services and identify with our vision.

Performance will be upper quartile in most if not all areas of our service delivery with the following aspirational targets identified:



Performance management - targets 2027

Key performance indicators	Aim	Target 21/22	Results YTD 21/22	Target 22/23	Target 2027
Excellent Customer Experience					
Overall customer satisfaction with Worthing Homes as landlord	>	85%	✓ 86%	86%	90%
Likely to recommend to family and/or friends (this is known as net promoter score)	>	+50.0	! +49.0	+50.0	+60.0
% of customers that feel they are treated with respect	>	85%	✓ 85%	85%	90%
Satisfaction that your views are being listened to and acted upon	>	70%	! 69%	70%	80%
Satisfaction with most recent repair	>	90%	! 89%	90%	95%
% of emergency repairs attended to within 24 hours	=	100%	✓ 100%	100%	100%
Number of days to complete the repair (end to end times)	<	8 days	! 10 days	8 days	6 days
Satisfaction with major repairs / planned maintenance	>	95%	✓ 96%	96%	98%
Responsive repairs completed right first time	>	80%	! 77%	80%	90%
Satisfaction with anti-social behavior case handling	>	85%	x 65%	80%	90%
Percentage of complaints resolved within agreed timescale	>	100%	✓ 100%	100%	100%
Place shaping					
Satisfaction that the landlord makes a positive contribution to the neighbourhood	>	80%	! 73%	80%	90%
New homes built as % of homes owned	>	1.9%	✓ 1.8%	1.8%	100%
Gas servicing - overall % of properties with a valid gas certificate	=	100%	✓ 100%	100%	100%
Fire safety - % of blocks with a valid /in-date fire risk assessment	=	100%	✓ 100%	100%	90%
Satisfaction that your home is well maintained and safe to live in	>	85%	! 82%	85%	90%
% of homes with 'C' energy efficiency rating	>	80%	x 73.97%	76%	95%
One Team					
Satisfaction with the organisation as an employer	>	93%	n/a no annual survey yet	93%	95%
Likely to recommend to family and/or friends as an employer (this is known as net promoter score)	>			+50.0	+60.0
Percentage of colleagues with less than or equal to 3 days sickness absence in last 12 months	>	70%	x 50%	70%	80%
Average number of working days lost to sickness absence per colleague	<	7.3 days	x 12.4 days	7.4 days	5 days
Number of training hours completed across the organisation	>	500 hours	✓ 1,004 hours	1,000 hours	1000 hours
Great Business					
% rent arrears net of Housing Benefit	<	3.5%	✓ 1.8%	2.5%	2%
% rent collection	>	99%	✓ 100.9%	99.5%	99.75%
Average re-let time in days (standard re-lets)	<	20 days	x 31 days	28 days	20 days
% empty home rent loss	<	0.5%	✓ 0.5%	0.7%	0.50%
Maximum number of unsold developed properties	<	25	✓ 7	25	



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