

Worthing Homes

Residents Annual Report

our performance in 25/26

1 April 2025 – 31 March 2026



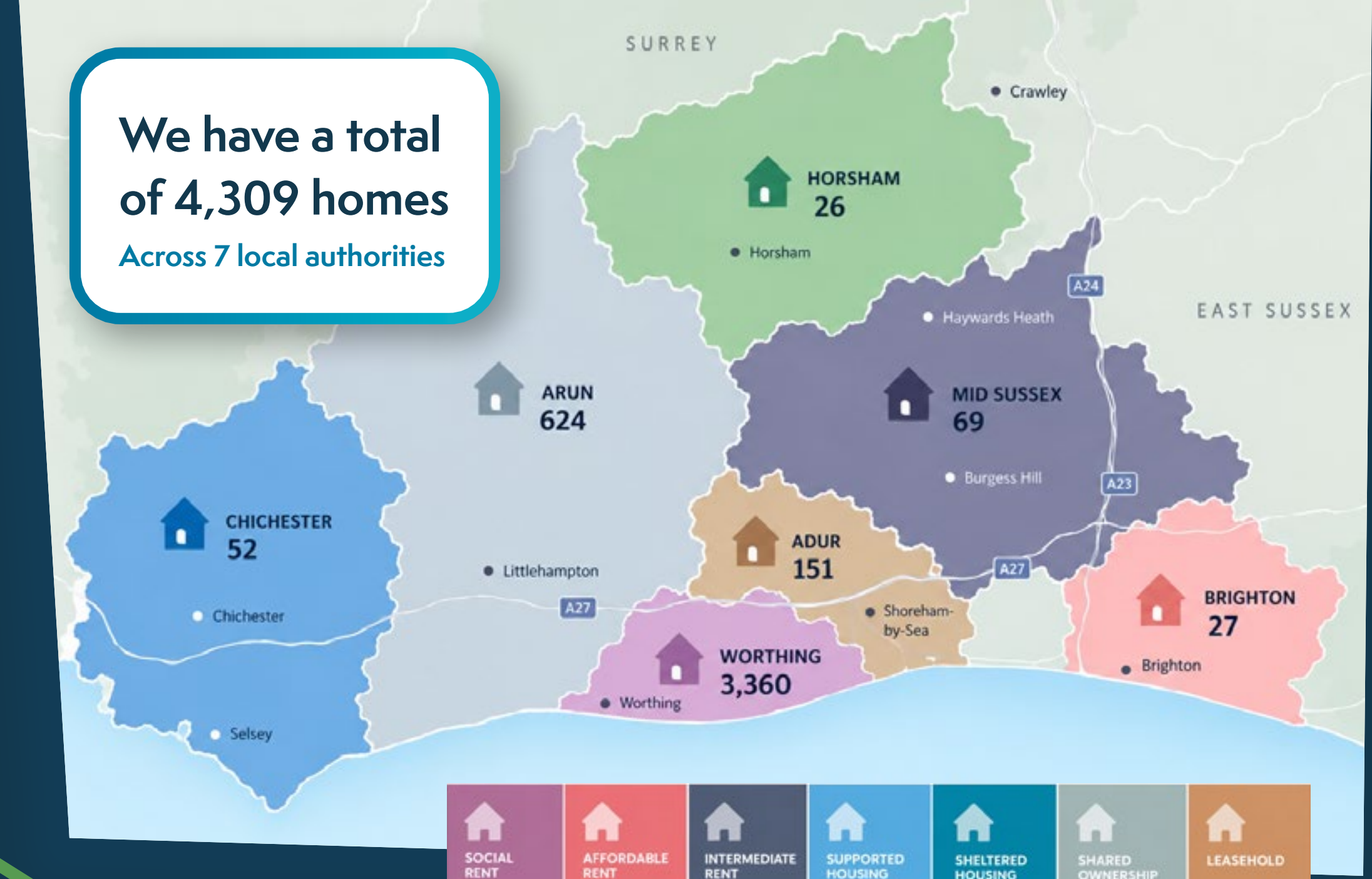
Our Story

Worthing Homes is a community-based housing association providing 4,309 homes across Worthing and the surrounding areas.

Our focus is on our residents, our homes and the neighbourhoods around them. We work closely with residents and partners to make sure our services reflect what matters most to the people who live in our homes.

We have a total of 4,309 homes

Across 7 local authorities



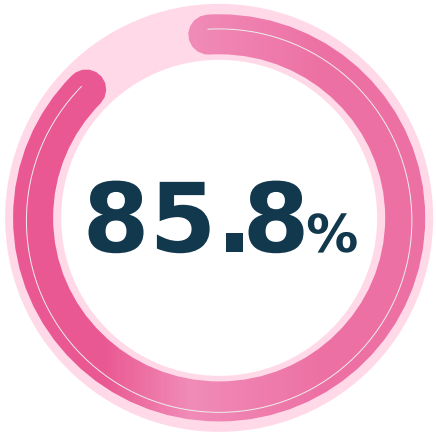
Accommodation type

SOCIAL RENT	AFFORDABLE RENT	INTERMEDIATE RENT	SUPPORTED HOUSING	SHELTERED HOUSING	SHARED OWNERSHIP	LEASEHOLD
2,612	675	138	62	296	264	262

Our year at a glance

A snapshot of the year, bringing together service performance, investment and community impact.

Residents



Overall satisfaction with us as a landlord

22 days
Average standard re-let time

13,971
Visits to Community House

Homes

61
new homes completed



one square = one home

Homes rated EPC C or above **84.1%**

Stock condition survey coverage **96%**

Investments and safety

£11.5m
invested in existing homes and neighbourhoods

£5.4m
Social value created

100%
Year-end result across all five of the six core building safety measures

Introduction from the Chair of the Board



▸ Lou Taylor

Chair of the Board

This year saw continued progress across Worthing Homes, with a focus on delivering our strategy, supporting residents and maintaining strong governance and financial stability.

Over the past year, we have continued to strengthen Worthing Homes while responding to the challenges facing both the housing sector and our local communities.

Listening to residents remains a key priority for the Board; feedback from surveys, engagement activities and everyday interactions helps us understand what's working well and where we need to improve.

During the year, we underwent our four-year inspection by the Regulator of Social Housing and received ratings of C2, G2 and V2. While these confirmed that we meet Regulatory requirements, they also highlighted areas where further improvements are needed. We will be working closely with the Regulator over the coming year to deliver those improvements.

We have also created more opportunities for residents to influence decisions and help shape our services. One of the biggest changes this year was the appointment of Ian Williams as our new responsive repairs contractor. Following an extensive mobilisation period, the service will go live on 7 April 2026 and will remain a key focus in the year ahead.

Our colleagues continue to play a vital role in everything we do. Results from our WeThrive engagement survey showed positive progress in building an inclusive workplace where people feel supported and valued.

I would like to thank our residents, colleagues, Board Members and partners for their continued commitment and support. While challenges remain, we are confident that Worthing Homes is well placed to continue improving services and delivering positive outcomes for our residents and communities.

Welcome from our CEO

This year has been one of significant challenge, important progress and setting up new services for the future.

Like many housing providers, Worthing Homes has continued to face challenges including rising costs, increasing regulation and changing customer needs. Throughout the year, our focus has remained on providing safe, well-maintained homes and delivering services that support better lives.

Listening to residents has played an important role in shaping our services. Through feedback, complaints and resident engagement, we've continued to learn what matters most and where we need to improve.

Keeping residents safe remains our highest priority. We have continued to meet our landlord health and safety responsibilities, invested in building safety and improved the quality and sustainability of our homes, including our ongoing focus on damp and mould.

Despite financial pressures across the sector, we have managed our resources carefully, allowing us to continue investing in existing homes and future development. During the year, we completed 61 new affordable homes and celebrated the opening of Skywaves, delivered in partnership with Turning Tides and Worthing Borough Council to support people experiencing homelessness.

We also underwent our four-year inspection by the Regulator of Social Housing. While the outcome confirmed we are meeting requirements, it also identified areas where we need to improve. We are committed to making those improvements over the coming year.

I'd like to thank our residents, colleagues, Board Members and partners for their continued support and commitment. While challenges remain, I am encouraged by the progress we've made and am confident about the future of Worthing Homes.



Donna Cezair

Chief Executive

What residents told us

Tenant Satisfaction Measures, known as TSMs, give everyone a consistent way to see how each landlord is performing.



The measures come from two sources:

1

Resident perception measures

You answer survey questions about repairs, safety, communication, neighbourhoods, complaints, and whether we listen to and act on your views.

2

Management information

Our service records show how we performed on building safety, repairs, complaints, anti-social behaviour and the Decent Homes Standard.

During 2025/26, all **12 resident perception measures exceeded our targets**. Results were gathered throughout the year, with between 240 and 1,397 survey responses used across the different questions.

A high score does not mean the work is finished. We use the results alongside complaints, service surveys and direct conversations to decide where action is needed.

This Annual Report looks back at what we achieved together between April 2025 and March 2026.

Across our three strategic objectives, we made strong progress in many areas and continued working to improve the services residents rely on every day. We've also included the areas where we didn't meet our targets, and what we're doing to put things right.

Most of the figures in this report came from resident surveys and our own service records, helping us give a clear picture of how we performed during the year.

These are our three Strategic Objectives:

Section 1



Customer service culture

What you told us, how we handled complaints, and where we must do better

Section 2



Safe and healthy homes

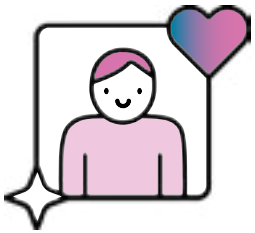
Safety checks, repairs and the condition of your home

Section 3



Great organisation

A well-run landlord you can rely on: our money, our homes and our team



Customer service culture

How it feels to deal with us. This section covers what you told us in surveys, how we handled complaints, and where we must do better.

85.8%

of you are satisfied with us as your landlord.
Target 82%. 1,397 of you answered.

87.5%

of you feel we treat you fairly and with respect.
Target 85%. 1,373 of you answered.

78.7%

of you feel we make a positive contribution to your local neighbourhood.

Target 70%. 1,050 of you answered.

Ahead of target across all 12 measures

The 12 resident perception measures, against target and against our peers.

		This year 2025/26	Our Target 2025/26	Last year 2024/25	Southern HAs <30k* 2025/26
TP01	Overall, with us as your landlord	85.8%	82%	83.8%	78.6%
TP02	Overall repairs service	85.0%	82%	83.9%	82.6%
TP03	Time taken to complete your most recent repair	81.8%	80%	80.4%	77.6%
TP04	Home is well maintained	85.2%	80%	83.4%	81.8%
TP05	Home is safe	87.5%	86%	88.6%	84.2%
TP06	Listen to your views and act upon them	75.2%	70%	75.2%	69.4%
TP07	Keep you informed about things that matter to you	83.1%	79%	85.0%	77.4%
TP08	Treats you fairly and with respect	87.5%	85%	85.8%	84.1%
TP09	Our approach to complaints handling	56.7%	55%	49.7%	43.3%
TP10	Keeps communal areas clean and well maintained	75.4%	72%	76.8%	74.3%
TP11	Makes a positive contribution to the neighbourhood	78.7%	70%	79.6%	68.1%
TP12	Approach to handling anti-social behaviour	69.6%	65%	70.6%	65.6%

* Peer group: Southern HAs <30k
This measure compares us with other housing associations in the South that manage fewer than 30,000 homes.

Building Confidence and New Opportunities

Our Resource Centre continues to support residents and community members to build skills, confidence and independence.

This year, one local community member came to us after returning to the UK following a difficult personal loss. Although she had extensive professional experience, she needed support to rebuild her confidence and take the next step towards employment.

With help from our volunteer, MT, she developed a new CV, identified her transferable skills and received one-to-one support to improve her digital confidence. She also attended digital skills classes and received practical help with using her laptop and navigating online services.

The support helped her build new skills, regain confidence and move closer to achieving her employment goals, demonstrating the positive difference that personalised support can make.

> "The whole process helped to restore my confidence and self-belief and for that I am very grateful."
>
> *Local community member*

She described the support she received through the Resource Centre as invaluable, particularly the digital skills sessions and the encouragement provided by staff and volunteers throughout her journey.

Her story demonstrates the difference that personalised support can make, helping people build confidence, gain new skills and create new opportunities for themselves and their future.



▸ MT

Resource Volunteer

To book an assessment, class or one-to-one session: call 01903 703 104 or email: residentengagement@worthing-homes.org.uk

Neighbourhoods and Complaints

This year, we received 113 stage one complaints. That is less than half the 248 we received the year before. Stage two complaints also fell, from 56 to 28.

We also got much faster at responding. We answered 93.8% of stage one complaints within the Housing Ombudsman's timescales, up from 75.4% the year before. For stage two complaints, 82.1% were answered on time, up from 66.1%.

There is still more work to do, especially on stage two response times, and we will keep improving this over the year ahead.

We are also pleased to see more residents feeling positive about how we handle complaints. Satisfaction rose to 56.7%, compared with 49.7% last year. This is above the national median of 38.8%.

More widely, 75.2% of residents feel we listen to their views and act on them, while 83.1% feel we keep them informed about the things that matter to them.

Your feedback helps us understand what is working, what needs to change and where we can do better.

		This year 2025/26	Last year 2024/25	Southern HAs <30k* 2025/26
NM01 (1)	ASB cases opened per 1,000 homes	41.7	82.6	41.9
NM01 (2)	ASB cases that involve hate incidents opened per 1,000 homes	0.8	1.0	0.7
CH01 (1)	Number of stage 1 complaints received per 1,000 homes	31.2	67.8	62.4
CH01 (2)	Number of stage 2 complaints received per 1,000 homes	7.7	15.3	12.1
CH02 (1)	Stage 1 complaints responded to within the Handling Code timescales	93.8%	75.4%	98.8%
CH02 (2)	Stage 2 complaints responded to within the Handling Code timescales	82.1%	66.1%	97.9%

* Peer group: Southern HAs <30k
This measure compares us with other housing associations in the South that manage fewer than 30,000 homes.

From complaint to team member



Okay is just not okay!

Michelle wasn't trying to change the way Worthing Homes works. She was simply trying to get a problem resolved.

Michelle's complaint didn't go well. For many people, that might have been where the story ended. Instead, it became the beginning of something much bigger.

After Michelle shared her feedback about the complaint with our team, Donna, our CEO, invited her to meet the Board and said: "Michelle, the reason we latched onto you is because we don't want Worthing Homes to be just 'okay'."

Those words stayed with Michelle because she immediately recognised the difference between something being "okay" and something being genuinely good.

"Okay is just not okay," she says. "And that's not good enough."

Our corporate plan commits us to being a brilliant landlord by 2027. Michelle captured the gap between those two words in one simple sentence: okay is just not okay.

Following the Board meeting, Michelle continued speaking with Donna about her other experiences and the improvements she wanted to see.

Donna introduced her to our Resident Engagement team, who explained more about the Residents Voice group and the different ways residents can help shape our services. Through those conversations, Michelle began to see how her own experiences – and her willingness to speak honestly – could make a difference for other residents. She joined the Residents Voice group soon after.

Michelle's initial response is one we hear from many residents: "I don't know anything about housing."

Michelle was then asked to take part in recruitment panels, including interviews for new Board Members and our Head of Maintenance. Her role was to make sure the resident perspective was represented in the room.

The team at Worthing Homes helped her understand that she didn't need to be a housing expert. What mattered was her experience as a resident and her willingness to share an honest opinion.

"And you know what? It doesn't matter. Even if you go to a meeting and just say one thing, your input isn't ignored."

Michelle has now become the Vice Chair of the Residents Voice group. The changes Michelle is pushing for aren't complicated. They are the small, visible things that show residents whether someone is paying attention.

"Sometimes we jump from A to Z," she says, "and forget all the letters in between."

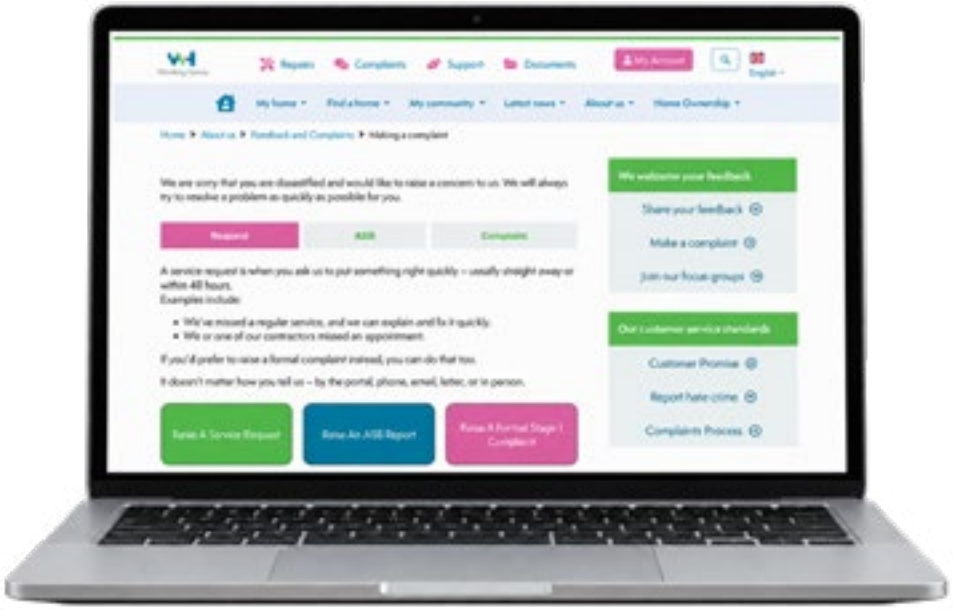
Her message to other residents is more direct than anything we could write ourselves:

"Don't moan to other residents about Worthing Homes. Phone up and do it yourself. You only get out what you put in. It's easy to say nothing ever changes but if you're not doing anything, you're not changing anything either."

Michelle's journey shows what can happen when residents speak up and when we listen. What began as a complaint has become an opportunity to influence decisions, challenge assumptions and help Worthing Homes become better than "okay."

Making it easier for residents to complain when needed

We updated the complaints process on our website in conjunction with new process changes.



The focus was to give every chance for residents to submit any sort of complaint. Whether online, via phone or through our direct email, we've made it as easy as possible.



Our formal complaints process, outlined below, ensures every complaint is handled fairly and as quickly as possible.





Safe & healthy homes

Your home should be safe, warm and in good repair. This section covers safety checks, repairs, and the condition of your home.

100%

of homes had an in-date gas, fire, asbestos, water and lift safety check

17,412

Completed responsive repairs in 2025/26
Up from 10,722 in 2024/25

87.5%

of you said your home is safe to live in.
Target 86%. 1,377 of you answered.

Keeping homes safe

Five of our six core building safety measures were at 100% at 31 March 2026. Electrical safety was 99.5%, with 20 certificates overdue, and plans to complete these.

100%

- Gas safety checks
- Passenger lift safety checks
- Fire risk assessments
- Asbestos surveys and re-inspections
- Water safety risk assessments



Electrical safety assessments

99.5% of homes had a valid electrical safety certificate. 20 certificates were overdue. This was below our 100% target, and completing overdue checks remains a top priority!

A New Repairs Service with Ian Williams

In Partnership With ian williams

In November 2025, Worthing Homes announced the appointment of Ian Williams as our new responsive repairs contractor, following a detailed procurement and tender process. Residents played a key role in helping us select our new partner, contributing to contractor assessments and sharing feedback on what mattered most to them. Reliability, clear communication and completing repairs right first time were identified as key priorities, helping to inform the final decision.

Ian Williams was chosen because of its strong track record in delivering high-quality property services, customer care and innovation across the housing sector. The appointment marked an important step in strengthening our repairs service and reflected our commitment to providing residents with a more responsive, reliable and transparent



experience. The new partnership was also expected to create opportunities for local employment, apprenticeships and skills development within the communities we serve.

This appointment represented more than a change of contractor; it was the beginning of a long-term partnership focused on improving outcomes for residents and ensuring homes remain safe, well maintained and supported by a high-quality repairs service.





Our four contractors are on board and working together for our residents

Each contractor plays an important role, and by working together we can deliver better services, greater reliability and well-maintained homes and communities.



Repairs and the condition of our homes

We know how much a well-kept home matters. We're pleased to say that nearly all of our homes (99.7%) now meet the Decent Homes Standard. At the start of the year, 70 homes needed work to reach it, and by the end just 11 did. We're working on making those safe and warm.

Over the year we carried out more than 17,000 repairs. When something urgent goes wrong, we know you need us fast, and we fixed 99.1% of emergencies within 24 hours. That puts us among the best housing associations in the country.

For everyday repairs, we got 83.6% done within our target times, which is a bit better than the national average. We know there's more to do here, and speeding up routine repairs is a focus for the year ahead.

Most importantly, 85% of you who had a repair told us you were happy with the service.

		This year 2025/26	Last year 2024/25	Southern HAs <30k* 2025/26
RP01	Proportion of homes that do not meet the Decent Homes Standard	0.30%	1.90%	0.30%
RP02 (1)	Non-emergency repairs completed within target timescale	83.6%	75.1%	84.7%
RP02 (2)	Emergency repairs completed within target timescale	99.1%	96.4%	97.3%

* Peer group: Southern HAs <30k
This measure compares us with other housing associations in the South that manage fewer than 30,000 homes.

Shining a Light on Damp and Mould:
Meet Adrian Ralfe



Keeping homes safe, healthy and free from damp and mould remains a key priority for Worthing Homes.

During the year, we continued to improve how we identify and respond to damp and mould. This included carrying out inspections, looking for problems earlier and making sure residents know what support is available.

Our Responsive Repairs Inspector, Adrian, has played an important role in this work. He has visited homes, identified possible causes, discussed solutions with residents and helped make sure the right action is taken.

We also worked with resident representatives to improve how we explain damp, mould and condensation. Their feedback helped us understand where information needed to be clearer and more useful.

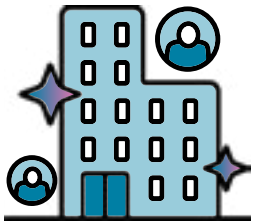
Working with Adrian and residents, our Marketing and Communications Manager developed an updated Damp, Mould and Condensation leaflet. We also improved information on our website to give residents practical guidance on prevention, what to look out for and how to report concerns.

Prevention is an important part of reducing damp and mould, but we know that you also need clear information and a quick response when problems occur.

By combining inspections, resident feedback and better information, we are working to identify issues sooner, improve living conditions and make sure you feel informed and supported.

This included clearer information and videos, plus offering Switchee monitoring devices as standard to residents experiencing severe damp and mould.





Great organisation

A well-run landlord you can rely on. This section is about our money, the homes we build, and the team who work for you.

£11.5m+
Invested in homes and our neighbourhoods

£10.6m
spent on building new homes

£30.9m
income from social housing lettings

Keeping your rent affordable

We're committed to keeping our rents affordable. Our average social rent is £111.17 a week for a one-bedroom home and £129.83 for a two-bedroom home.

That's below the average for housing associations across West Sussex, and well below the affordable rents charged on many newer homes locally, where two-bedroom homes often cost over £200 a week.

Source: Regulator of Social Housing 2025.

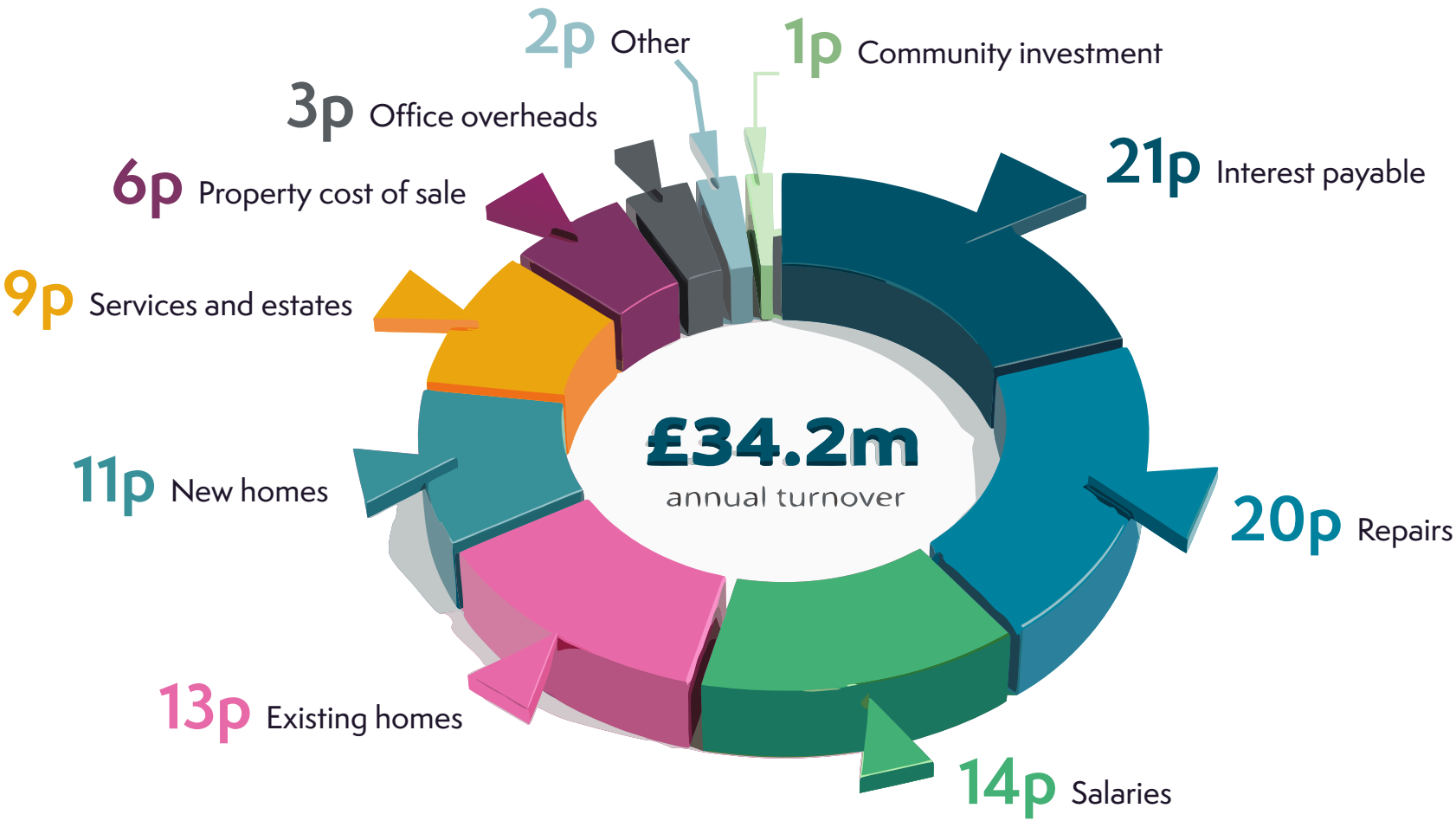
During 2025/26, we invested more than £11.5 million in maintaining and improving homes and neighbourhoods, alongside £10.6 million in building new homes.

We have now surveyed 96% of our homes within the last five years, helping us plan future improvements and invest where it is needed most. We also secured over £636,000 in external funding for energy-efficiency improvements, creating a £1.25 million programme to help reduce energy use and improve homes.

Our strong financial position enabled us to generate a £2.7 million surplus, which will be reinvested into homes, services and communities. We also reduced rent lost through empty homes and generated £5.41 million of social value through our community activities.

With £58.9 million available to support future investment, we remain in a strong position to continue improving existing homes, building new homes and delivering services that matter to residents.

Where every £1 of your rent goes





This breakdown shows how each pound of Worthing Homes' £34.2 million annual turnover was allocated across services, homes, and financing in 2025/26.

Our brilliant team







139
colleagues work for you

4 days
long-term sickness per colleague, beating our target of 5 days

7%
chose to leave this year, down from 10%

82%
of colleagues say we're a good employer

A happy team means you deal with people who know you and your home.

A team that reflects you

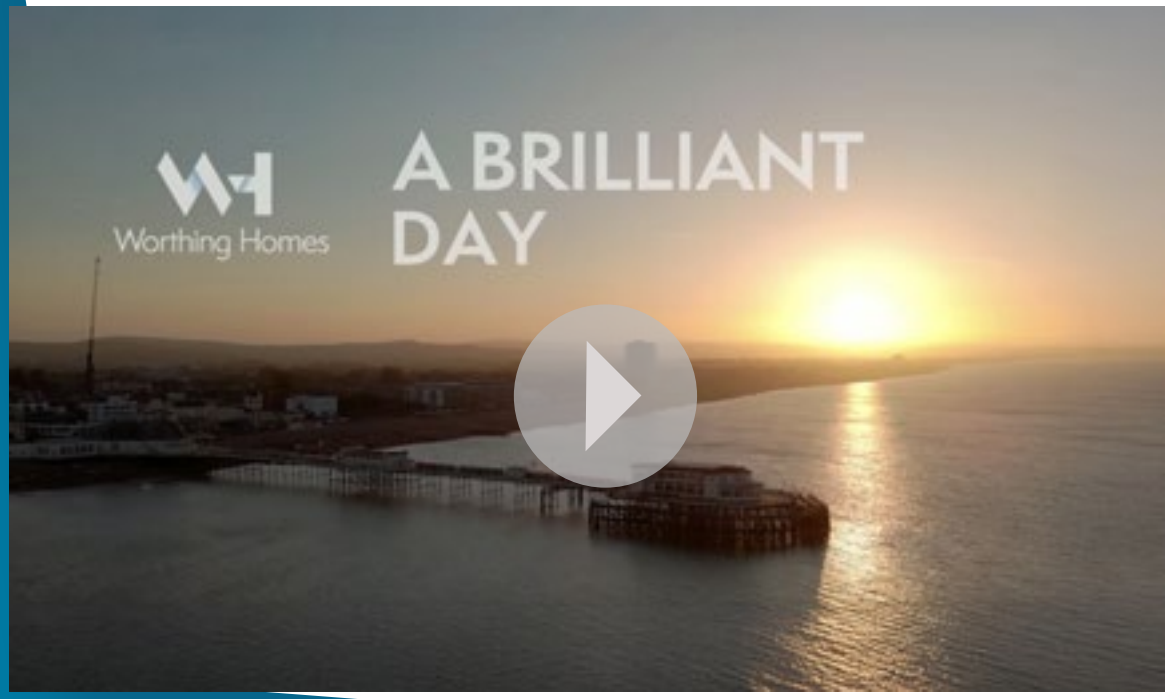
We want the people who make decisions to reflect the community we serve.

- **52% of our colleagues are women**
- **9% are from minority ethnic communities, within our 7–11% target**
- **5 of our 12 Board Members are women and 4 of 12 are from minority ethnic communities**
- **Our Residents Voice group is 71% women, and 71% have a disability or long-term health condition**

A Brilliant Day at Worthing Homes

During the year, we launched A Brilliant Day at Worthing Homes, a film showing how our teams supported residents and communities throughout a typical day.

It celebrated the people behind our services and the teamwork that helped us provide safe homes and support our communities.



What makes a brilliant day?



A welcoming reception

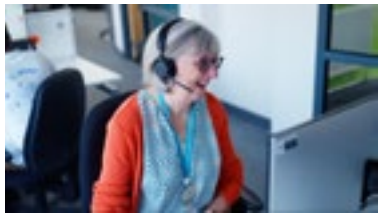
We redesigned our reception to be friendly and approachable.

We're always here to help you in person if you ever need us.



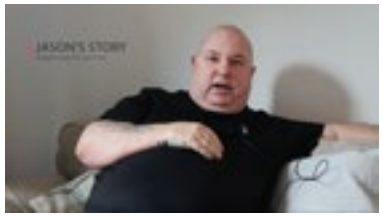
A focus on repairs done right first time, every time

We focus on getting your repair sorted the first time, so you can get back to what matters.



Supporting those who need it the most

It's now quicker to reach the right person when you call our office, thanks to new call options. It's important to make your experience brilliant.



Hear Jason's very moving story as a new resident

Jason shared his experience of joining Worthing Homes and spoke about how much it means to be listened to throughout his process.



We built 61 homes

We completed 61 new homes: 32 for affordable rent, 8 for shared ownership and 21 supported homes at Skywaves House for those experiencing homelessness.

Type	New in 2025/26
Affordable rent	32
Shared ownership	8
Homes we own but another landlord manages (Skywaves, run with Turning Tides)	21
Total	**61**

Cost per unit and director remuneration summary

Management and director costs per home

	2025–26 Actual Cost per Unit
Management cost	£1,470
Highest Paid Director	£42
Total Director Cost	**£124**

Skywaves House Opens

8 September 2025



Built on the former Feba Radio site on Ivy Arch Road, Skywaves House includes 21 self-contained flats alongside a range of on-site support services designed to help residents build stable and independent futures.

The development combines safe, high-quality accommodation with access to practical support, including health, wellbeing and employment services. By bringing housing and support together in one place, residents can access the help they need at the right time.

Worthing Borough Council's funding played a key role in making the project possible, alongside support from Homes England and the strong partnership working between all organisations involved.

As a community-based housing association, we understand the importance of working with local partners to respond to local needs. Skywaves House demonstrates what can be achieved when organisations come together with a shared commitment to supporting people and strengthening communities.



January 2024: Demolition began on the site.



April 2025: Marked our first major site visit, with a guided tour of the structure taking shape.

The scheme also supports our sustainability ambitions through the use of renewable technologies, including solar panels and air source heat pumps.

Skywaves House represents more than a new building. It provides a pathway out of homelessness, helping people access the stability, support and opportunities they need to move forward with confidence.

Supporting people and communities

During 2025/26, our community and resident engagement activities generated an estimated £5.41 million in social value, demonstrating the positive impact of our work across local communities.

For every £1 invested, we generated nearly £20 of social value.

Community House welcomed 13,971 visits to its food service and continued to provide a wide range of wellbeing, advice and support activities. Our Wellbeing Fund also provided £17,000 of support to 83 residents, helping with essential household items, replacement appliances, counselling and shopping vouchers.

This year, we introduced a new method for measuring social value to provide a more robust assessment of the difference our services make to residents and communities.







Yes You Can Gym
building confidence, one step at a time

Walking into a gym for the first time can feel daunting. The equipment is unfamiliar, everyone seems to know what they're doing, and it's easy to feel you don't belong. That's why we created Yes You Can Gym, a friendly six-week course that helps residents feel at home in a gym environment.

The course isn't about weight loss. It's about confidence. Over six weeks, participants learn how to use the equipment, get to know the staff, and build the motivation and self-belief to keep going.

During the year, 22 residents took part across three courses, in April 2025, September 2025 and January 2026.

The results speak for themselves. Participants told us they felt fitter, more confident and more comfortable asking for help.

Many have kept going, too: five participants have carried on going to gym classes after the course finished, at a concession rate of £5 instead of the usual £10.

The courses are going from strength to strength. The September 2026 course is fully booked, and another is planned for January 2027.

If you are intersted in applying for this pleas contact the Community House on 01903 215 799.

I felt more confident and able to ask staff for help.

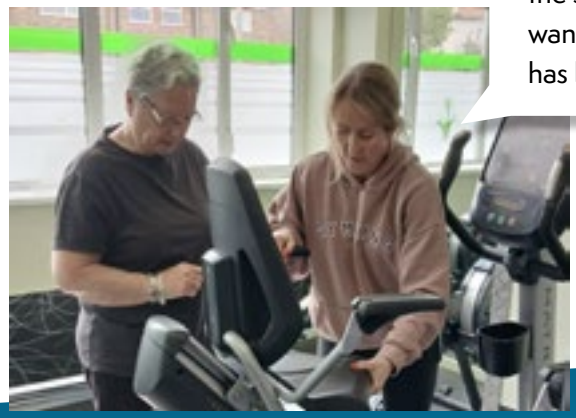


I have more stamina.

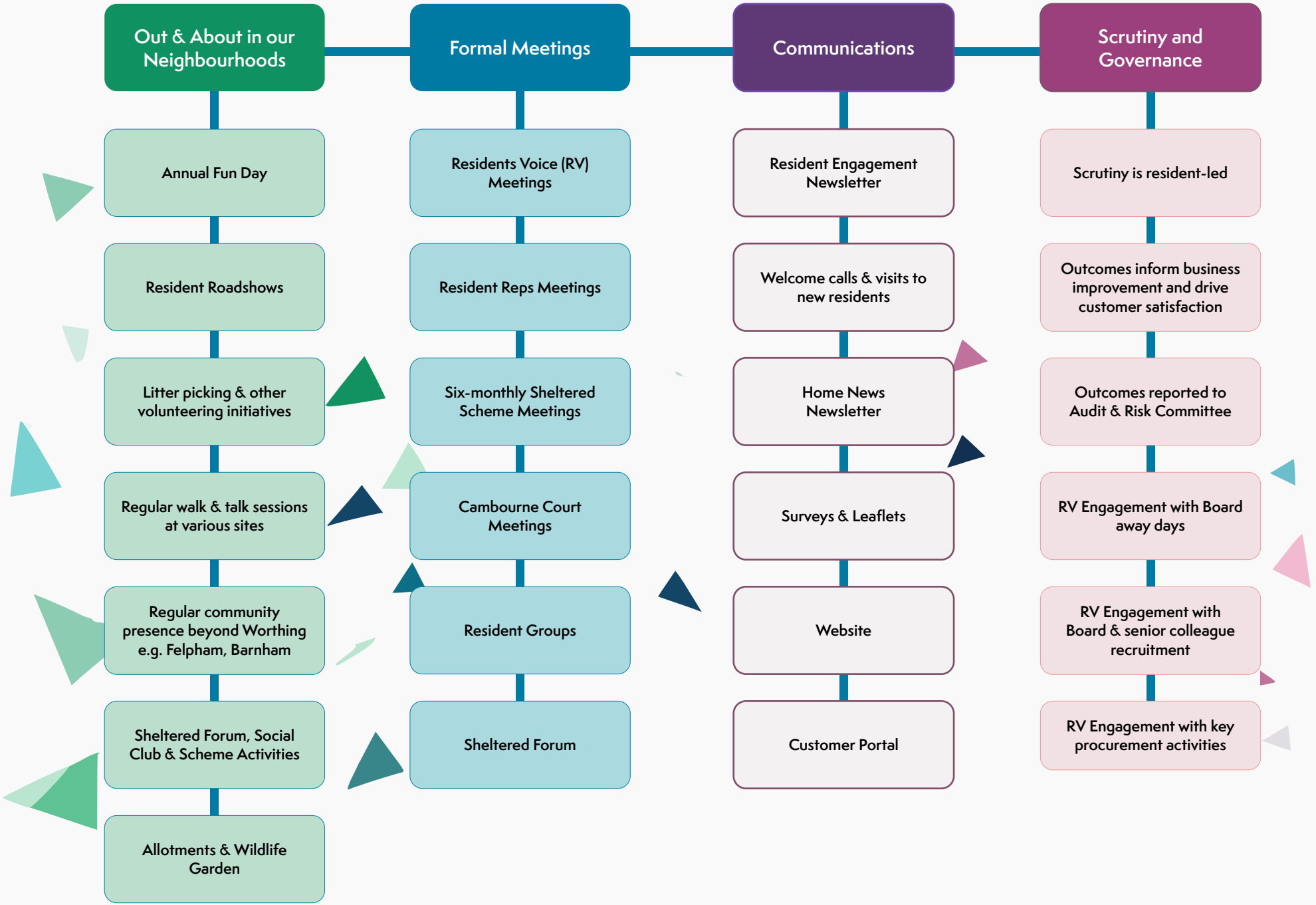
It makes me want to continue.



It has been brilliant. I loved the sessions and definitely want to keep going. Lisa has been great.



Resident Engagement



Get in touch with us...

Customer Portal

www.portal.worthing-homes.org.uk

Or click the pink button at the top right of our website.



Customer Portal

Customer Experience

Our lines and offices are open
Monday to Friday – 9am to 5pm

Wednesday phone lines close between 10:30am and 11:30am

Saturday & Sunday – Closed

For all out of hours **emergency calls** please call **01903 703 100** (24 hours)

Email: info@worthing-homes.org.uk

Residents Voice

residentsvoice@worthing-homes.org.uk

Tenancy Support & Wellbeing

For help with benefit forms, processing claims, budgeting, money and energy saving advice, call us on: 01903 703 100

Report your repairs

For heating or hot water repairs contact:
Smith & Byford's dedicated team
0800 368 7437 (free from a landline or mobile)
or 01903 703 100 and press option 1

Resident Engagement/ Resource Centre

01903 703 104

residentengagement@worthing-homes.org.uk

Community House

01903 215 799

ch@worthing-homes.org.uk

www.facebook.com/CommunityHouseWorthing

Has something gone wrong?

You have a right to complain if you are dissatisfied with the way we have handled something.

You can send your complaint to us via letter, report it on **01903 703 100** or email it to info@worthing-homes.org.uk.

Scan Me..

You can also do it via our website by simply scanning the QR code or going to our website and clicking on the complaints button.

Safeguarding & being a good neighbour

If you are worried about a neighbour and think they might be at risk, please call and speak to us. We will handle your concerns sensitively.



Davison House North Street Worthing West Sussex BN11 1ER
Tel: 01903 703 100 Web: www.worthing-homes.org.uk

Registered Charitable Community Benefit Society No.8337
Regulator of Social Housing (LH4208)

Worthing Homes