



ANNUAL PERFORMANCE REPORT

SAXON WEALD Highlights of the year



December 2025:
We celebrated 25 years of Saxon Weald.
We've grown from 4,609 properties to
6,979 at the end of March 2026



August 2025:
Residents enjoyed a traditional taste
of the seaside at Abbotswood extra care
in Rustington.



May 2026:
We promoted Saxon Weald at Crawley
job fair, highlighting the range of
careers available.



February 2026:
We launched a new corporate plan
at our staff conference.



September 2025:
Our fabulous customer Task and Finish
Group completed their review of our estate
inspections.



March 2026:
We visited new homes in Cowfold
with our partners at Horsham District
Council.

Hello and welcome to this year's report

My first year at Saxon Weald has been challenging, energising, and deeply rewarding. I've had the pleasure of visiting retirement schemes, going out in HomeFix vans and listening in our contact centre. I've been out on estates, I've seen new homes, empty homes and of course, lived-in homes. But best of all are the stories I've heard from both customers and colleagues. It is a privilege to be a part of Saxon Weald knowing the difference we make. Thank you for making me feel so welcome.



During the year, we consulted customers on what our priorities should be for the next three years. You spoke with honesty and clarity. You want safe, warm homes. You want services that are personal and reliable, and you want staff you can trust.

We have already started working on tailoring services to your needs. For example:

- We will prioritise a repair if it is affecting your health condition.
- We can communicate via email if phone calls make you anxious.
- We can give you more time to answer the door when we visit.

So, tell us what you need and let's see what we can do.

While we're on the subject of telling us, I would like to say thank you to everyone who has given us feedback this year. Our Task and Finish group particularly has gone from strength to strength, providing us with detailed recommendations on how to improve. The group changes with each new topic, so you can just join the ones you are most interested in. Check out our website for more information on all the ways you can have a say. We really

welcome your input: www.saxonweald.com/your-voice.

Safety has been a big theme for the year. Did you know we carry out about 7,500 safety checks each year? These range from gas and fire safety to checking lifts, water tanks and even lightning conductors. We've done a huge amount of work on making sure our records are accurate. We also developed a new approach to how we handle your reports of damp and mould. This makes sure we record the problem thoroughly, remove any risk quickly, and keep working with you until we solve the issue.

I'm really pleased that our satisfaction scores have risen in most areas:

- Overall satisfaction increased by 3% up to 84%.
- The introduction of more comprehensive cleaning services resulted in a 4% increase in satisfaction with communal areas.
- A focus on putting things right quickly and learning from mistakes paid off, with a 5% increase in satisfaction with how we manage complaints.

But we know we still have work to do. We have seen delays in our planned investment work to improve things like windows and doors. We are working on a £70 million programme for the next three years. We look forward to telling you more about that later in the year. We are also looking at updating our technology, helping us make services more efficient, easy to access and improving our communication. With costs rising for everyone, including businesses, we will also be keeping a very keen eye on value for money in the year to come.

I hope you find the information in this report useful. If there is anything you think we should include in future, please drop us a line at hello@saxonweald.com.

With best wishes,

Corinna Bishopp

Chief Executive



Tenant Satisfaction Measures

Tenant Satisfaction Measures (TSMs) are performance measures that assess how well we are doing at providing safe, quality homes and services. We must submit these annually to the Regulator of Social Housing and report them to our customers.

We conduct 12 of the TSMs over the phone using a company called IFF Research. There are a further 10 measures where we collect data ourselves.

Our full results and how we compare, for April 2025 - March 2026 can be found on our website: www.saxonweald.com/your-voice/TSMs or scan the QR code on the right.



Some TSMs are presented throughout this report where you see the TSM logo.



The TSM results shown throughout this report and on our website relate our tenants who rent their homes and can be compared against the national TSM results for Low Cost Rental Accommodation (LCRA).

Please note that figures in this report are taken from 1 April 2025 – 31 March 2026, unless otherwise stated.

PERFORMANCE AT A GLANCE

TSM



84.1%

OVERALL SATISFACTION

This is higher than the national average

TSM

83.1%



REPAIR SATISFACTION

Satisfaction with recent repair

TSM

85.4%



PROPERTY SAFETY

Satisfaction that the home is safe

£20.5 million



Last year we spent £20.5 million improving our customers' homes.



14 days

Average time to complete standard responsive repair:

- Inside a home 10.5 days
- Outside a home 19.9 days
- Communal area 11.4 days



18,792

Day-to-day repairs completed



INVOLVED CUSTOMERS

- 4,725 survey responses
- 461 customers on our engaged residents network



COMPLAINTS

338



COMPLIMENTS

98

85,469

CUSTOMER SUPPORT ENQUIRIES



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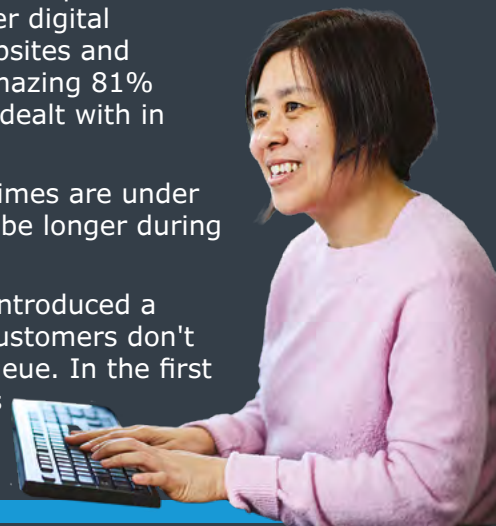
Can we help?

When you contact us, your enquiry is likely to be handled by one of our Customer Support Advisers.

The team of ten deal with phone calls, emails, and other digital contacts from our websites and online services. An amazing 81% of these contacts are dealt with in the first contact.

Average call waiting times are under two minutes, but can be longer during busy times.

In April this year we introduced a call-back service so customers don't have to wait in the queue. In the first month 349 customers chose to use it.



From April 2025 to March 2026 the team answered 85,469 enquiries



Digital contacts..... 9,796



Emails 31,555



Phone calls 44,118



88.5% Agreement that the landlord treats tenants fairly and with respect

Keeping you informed

- We regularly post news and important bulletins on our website. It also contains helpful information about your tenancy and our services. Go to www.saxonweald.com
- We send a monthly newsletter by email. Make sure we have your details so you don't miss out.
- Our Spotlight newsletter is published three times a year.
- If you live in a retirement or extra care scheme, you will receive a scheme newsletter every three months. You will also be invited to scheme meetings.
- We publish our Annual Performance Report.



82.8% Satisfaction that the landlord keeps tenants informed about things that matter to them

Complaints handling

Customer satisfaction is important to us. We want you to be satisfied with your home and our services. Please tell us if there is anything wrong or something you're not happy about so that we can put it right. Feedback from customers, good and bad, can make a real difference to our services. Quite often, a complaint can lead to us changing the way we do things for the better.

If we've done something well please also let us know. Positive feedback makes our day!

How to make a complaint:

- Send a **secure message** from your [MySaxonWeald](#) account
- **Email:** hello@saxonweald.com
- **Phone:** 01403 226000
- **Write to us:** Our address is on the back page of this report
- **Complete a form** on our website: www.saxonweald.com/your-voice/complaints.



In 2025-26 we responded to **338** stage one complaints

TOP 3 REASONS FOR COMPLAINTS



Standard of Accommodation
(70 complaints)



Timescales
(49 complaints)



Staff behaviour
(35 complaints)

Standard of accommodation

Customers' main concerns have been around damp and mould, and the condition of windows and doors. We have a new process for dealing with damp and mould (see page 21), which we hope will reduce these issues in 2026/27. We have also recruited a new contractor to complete a programme of window and door replacements.

During 2025-26, we also responded to **86** stage two complaints

93% of complaints were responded to within target

During the year we introduced a new complaints management system. This makes it easier for us to track the progress of complaints and stay on top of target times.

Housing Ombudsman

If you have been through our complaint process and are still unhappy, you have the right to take your problem to the Housing Ombudsman.

In 2025/26, the Ombudsman investigated eight complaints from Saxon Weald customers. They concluded we act acted wrongly on 36% of the issues reported. Whilst this is significantly below the national average of 70%, we want to improve

and carefully review the Ombudsman findings to see what we can change in the future.

One of the Ombudsman findings related to poor record keeping in an antisocial behaviour case. We worked with our customer Task and Finish Group, who reviewed our process and have given us a list of recommendations.



46.1% Satisfaction with the landlord's handling of complaints

While this seems a low score, it is an improvement on the previous year and higher than the national average score of 36%.

We have listened to your feedback and made improvements...

Here are some examples of how we reviewed what we do, based on your comments:

ISSUE

The customer said it took multiple visits to complete a repair over a prolonged period that could have been completed in one visit.

ACTION

Our repairs team leaders now get alerts when there are multiple visits to one home so they can check for problems.

ISSUE

After an out-of-hours emergency call out, the customer was not informed what would happen next regarding completing the work.

ACTION

We reviewed the out-of-hours service to ensure we communicate about any further work needed.

ISSUE

The customer reported that their newly let property had not been cleaned to the required standard.

ACTION

The cleaning contractor is now required to provide photos following their visits to ensure standards are being met.



Feedback from surveys following a complaint:

"You were very sorry and did everything to resolve this."

"Sorted really quickly. Staff couldn't have been nicer."

"The person who took my initial call was professional and caring."

We have recently introduced a new survey following stage two complaints. This will give us more insight and help us improve what we do throughout the full complaint process.



... and some compliments from you!

Last year, we were delighted to receive **98** compliments

"I wanted to thank you again for your help. Your support made all the difference, and I'm really grateful."

"James was very polite, caring and generous. Very appreciative."

"Compliment to the new cleaner, Keely - best we have ever had in the scheme."

"I just wanted to say Thankyou. We've recently reported a couple of minor things which you have booked appointments for straight away and fixed the issues."

"I just wanted to thank my housing manager and let you know how much I appreciate her kind gesture and how much it means to us all. It is going to help us in many ways and make these next few weeks a bit easier."





Housing management

Our housing management team includes Housing Managers, Scheme Managers and Extra Care Service Managers. Their roles vary but at the core they support people to manage their tenancies. They also sometimes have to support customers with more difficult situations including anti-social behaviour, rent arrears and domestic abuse. They also investigate cases of tenancy fraud.

Anti-social behaviour (ASB)



This year we focused on improving our handling of anti-social behaviour. This included working with partner agencies at Neighbour Nuisance support groups and supporting our customer Task and Finish group to carry out a review.

**In 2025-26
we had 54 ASB cases**

Of these cases:

- 21 related to verbal abuse and harassment
- 9 were drug and alcohol related
- 6 were noise related
- 6 related to physical violence
- 5 were due to criminal behaviour
- 2 Hate-related incidents
- 2 cases of vehicle nuisance

There were three more cases that included misuse of communal areas, pet nuisance and damage to property.

"I walked away from that day feeling a lot better having spoken to you all and am grateful for your individual attention."



Here's some of what has been achieved:

- 3 households evicted for anti-social behaviour
- 18 injunction applications progressed (compared to two last year)
- 8 successful injunctions, with others still in progress
- 32 multi-agency meetings attended
- 15 information sharing requests completed and five formal statements given to the police

68.8% of customers said they are satisfied with our approach to anti-social behaviour. This is down very slightly from 70% in 2024-25. We are confident that implementing the recommendations from our Task and Finish group will help us improve. We will also continue to build on our partnership working with local councils, support agencies and the Police.

More information, including our anti-social behaviour policy, can be found on our website:

www.saxonweald.com/living-in-your-home/antisocial-behaviour/



68.8% Satisfaction with the landlord's approach to handling anti-social behaviour



Domestic abuse

No one deserves to be subject to domestic abuse or to feel unsafe in their home. We have fully trained staff to help people experiencing domestic abuse quickly, effectively and sympathetically. Our approach is non-judgemental and person-centred.

We will help put support in place that works for you. We can arrange for additional security if you need it and can refer you to specialist support services.

There is helpful information available on our website www.saxonweald.com/da or you can call and speak to our trained customer service team, who will be able to help you.

Not all abuse is by partners – some cases involved family members, including adult children.

Perpetrators:

- 16 ex partners / spouses
- 9 current partners / spouses
- 3 sons
- 1 step daughter

DAHA

We have been working with DAHA Domestic Abuse Housing Alliance since 2020. In June we received their Gold Accreditation. Accreditation is awarded to housing providers who meet a set of rigorous standards, demonstrating that they have the right policies, procedures and practices in place to support residents experiencing domestic abuse.

In 2025-26, we helped 29 people affected by domestic abuse

- 22 cases were reported to us directly by the survivor
- 26 female / 3 male survivors
- 19 survivors had children
- 8 joint tenancies / 21 sole tenancies
- We supported eight property transfers for survivors
- The age of survivors ranged from 20 to 82, with an average age of 44



Need help?

Call us on 01403 226000

Data collected from The Crime Survey for England and Wales for the year 2024-25:

1 in 5

1 in 5 adults experience domestic abuse during their lifetime.

This is
**1 in 4 women and
1 in 6-7 men.**

3.8 million

In the year ending March 2025, it is estimated 3.8 million people aged 16 and over were victims of domestic abuse

1.4 million

The police recorded 1.4 million domestic abuse-related crimes and incidents in England and Wales in the year ending March 2025.

Customer influence and involvement

In 2025-26, we received 4,725 responses to our surveys. Each time you respond, it helps influence our services and plans.

During the year we ran a consultation survey about our new corporate plan. This information told us what you want to see more of and what is most important to you about your home.

We also ran a survey about tenant repairs responsibilities. The results were considered by our Task and Finish Group (a focus group of customers) before the new tenant repairs responsibilities were launched.



Why not join the customers who are already shaping our services?

- We have 467 customers on our engaged residents network
- There are 30 'green team' volunteers helping monitor grounds maintenance
- There were 34 entries to our Youth Awards
- We have 24 members on our policy review team
- 10 customers are members of our task and finish groups
- 2 Resident Community Inspectors check on the communal areas and parking zones where they live

For more information on getting involved go to: www.saxonweald.com/your-voice

Task and Finish groups

Our Task and Finish groups are panels made up of customers who meet up to review our services.

Update on our Lettable Standard

Following a review of our lettable standard last year, members of the Task and Finish Group re-grouped to see if their recommendations had made a difference. They visited some recently refurbished properties that were ready to be re-let.

The group were pleased to see general improvements in the overall standard of the homes, reflecting some positive steps forward since their last review. However, they also identified areas where further progress is needed.

The group highlighted two main points:

- **Attention to detail:** Some aspects of the finish could be improved to ensure homes meet a consistent, high standard.
- **Stronger quality control:** In particular, the group felt that checks on contractor work need to be more robust to make sure every home is truly ready for new residents.

The group's ongoing commitment and honest feedback continue to help us refine our processes. We are working even more closely with contractors to ensure every home we let meets the standard our customers expect.



During 2025-26, Task and Finish groups have reviewed the following areas of Saxon Weald business and put forward recommendations for improvements.

- Estate services and contracts
- Anti-social behaviour
- Tenant repair responsibilities

The customer perspective really helps us to understand what you want and define any changes we can make to improve what we do.



73.4% - Satisfaction that the landlord listens to tenant views and acts upon them

"Many people have their homes, and they never question it. But when you're struggling to pay your rent and feel like you're always living month to month, you never know what's going to happen. It's amazing having that security now." **Esther**



Meet Esther

Before moving to New Monks Park, Esther lived in several different private rental properties, including a houseboat and cottage in Shoreham. "I really loved the cottage we lived in, but my rent was over £1200 a month, which I really couldn't afford on top of bills."

Esther says that Home Move Adviser, Ginette, was really helpful during the application process and when moving in. "Ginette was really thorough, I really liked her. I wasn't sure about a first floor flat as I wanted a ground floor with my son, but she convinced me to take a look. I'm glad I did as I really liked it."

We asked Esther what her home means to her...

"It's somewhere you can rest and fall asleep wherever you want to. It's somewhere you can be yourself and a space where you feel safe and secure."

When I found out I could be offered a lifetime tenancy here after a year, I cried. I've rented my whole life. I hadn't heard of housing associations before. I thought it was just a council list that you go on. But then I moved in, and realised, wow, I'm well looked after here, we can have a real fresh start. I really feel that this is our home."



Support with your finances

Our Money Matters Advisers help customers maximise their income. They are non-judgemental and offer support, basic budgeting advice and carry out benefit checks. If they find you may not be claiming all you're entitled to, they can also help you make or challenge benefits claims.

If you'd like support with any of the issues on this page, please contact hello@saxonweald.com or call 01403 226000 and ask to be referred to the Money Matters team. More information can be found on our website: www.saxonweald.com/money-matters.

How we supported our customers

- Generated £1.9m in extra benefits
- We supported 515 customers
- Completed 466 affordability assessments
- £96,120 – was used from our support fund helping 432 customers in need



**Horsham
Matters**

Thank you to Horsham Matters for their continued support to our customers.

In 2025-26 they provided:

- 1,780 foodbank vouchers worth £80,100
- Over £1,500 worth of furniture and fuel vouchers

A message from Horsham Matters:

These figures represent far more than numbers, they reflect real people experiencing hardship who have been able to access food, maintain dignity, and begin to stabilise their circumstances.

We regularly see the positive outcomes of this support, reduced stress for households, improved wellbeing, and the ability for people to focus on longer-term solutions rather than immediate survival needs. The provision of furniture, in particular, has helped families create safer and more stable home environments.

"My mum is about to move into one of your properties. She currently lives in London and is moving closer to me after a traumatic couple of years. You have been absolutely wonderful, so empathetic, courteous and professional. You go above and beyond to help. It is so appreciated."



Here to help

If you're struggling with managing your home, we're here to help. Whether through our own support or putting you in touch with specialist services.

Our Tenancy Support Adviser can help with issues including:

- Mental health
- Wellbeing advice
- Physical health
- Maintaining your tenancy
- Welfare / Benefits
- Hoarding

If you are struggling to look after yourself or your home, please get in touch and ask to speak to our Tenancy Support Adviser.

Email hello@saxonweald.com or call 01403 226000

Job support

We are proud to support our customers and the community at all stages of their career development. Over the last financial year, several of our teams attended events offering practical information and support about all things work. In different sessions they offered support with CV writing, interview practice, life skills and more detailed information about apprenticeships.



Promoting careers at Saxon Weald at Crawley job fair

In May, some of our staff attended a jobs fair at the K2 in Crawley, promoting Saxon Weald as an employer and the wide range of careers available within social housing. With over 1,000 people attending, it was a great opportunity to connect with jobseekers and share what makes Saxon Weald a great place to work.



Speaking in Brighton for National Apprenticeship Week

Apprenticeships play a vital role in helping people begin, grow, and thrive in their careers. So, in February, three of our trade staff, including one of our apprentices, attended a college in Brighton. The 28 multi-trade diploma students who attended were all genuinely interested in learning more about what apprenticeships, including those at Saxon Weald, can offer.



Back to school!

Our People Team has also visited several secondary schools to offer advice to pupils as they start to contemplate their working futures. They reviewed CVs, conducted some mock interviews, and provided feedback and guidance about taking their first steps into the world of work. It was great to see their enthusiasm.



Life skills for young people

In August, several of our colleagues helped organise an event to help young people after education. This life skills event was run in collaboration with Horsham District Council and was open to anyone between the age of 16 and 24. The team offered practical advice and the opportunity to talk about health, wellbeing, energy saving tips and CV writing.

Could you benefit from free career support?

If you live in West Sussex and want to get back into work or better paid work - this is a great free support programme for you!

We are working in partnership with Raven Housing's **Work Smart Employment Programme**. Their experienced advisers will help you or a member of your household by:

- Identifying what barriers are stopping you from finding work.
- Providing access to volunteering, work experience and training opportunities to build your knowledge, skills and confidence.
- Offering support with essential work life skills,

including CV writing and interview techniques.

- Assisting with digital access, travel and childcare for training purposes.
- Providing guidance on maintaining employment, upskilling and building a career path.

You can self-refer online at www.ravenht.org.uk/employment-support. Alternatively, contact our Money Matters Team at hello@saxonweald.com or call 01403 226000.

To find out more, or to download a leaflet go to: www.saxonweald.com/money-matters/employment-support

Services tailored to you

Your feedback shows you want our services to feel more personal and to take your needs into account. To do this, we need to know a bit more about you. Join the 3,500 households who have already completed our household questionnaire. You can either fill in the 'about me' section on your MySaxonweald account or contact us and we can send you a copy or go through it with you over the phone.

Changes we can make include:

- Communicating in the best ways for you
- Prioritising repairs if they are affecting your health
- Giving financial support and advice if you're made redundant
- Providing more housing support if this is your first tenancy after leaving care
- Fitting handrails or other minor mobility aids
- Giving you more time to answer the door when we visit



How we have adjusted our repairs service:

Last year, we reviewed our repairs service so we can prioritise those who need it most. This means customers with specific requirements are not disadvantaged and their wellbeing is not put at risk.

Some customers' circumstances might mean they need us to attend appointments at different times, perhaps because of work or caring responsibilities. It could be that someone with young children in the household needs a repair completed more quickly to ensure they are kept safe, or it could be someone with mobility issues needs more time to answer a door or phone. Knowing more about you, means we know how to tailor our service to suit you.

If you need additional help, or if there is something we should be aware of, please let us know.

More information can be found on our website:
www.saxonweald.com/repairs/our-repairs-service

Don't miss out on the support you need

You can complete and update your details by logging into your MySaxonweald account and filling in the 'About me' section. Visit MySaxonweald.com.

Alternatively, call us on 01403 226000 and ask for a form to be sent to you, or ask your Scheme / Extra Care Services Manager for one.

Please be assured that your information is protected by law. See the privacy statement on our website for further information.



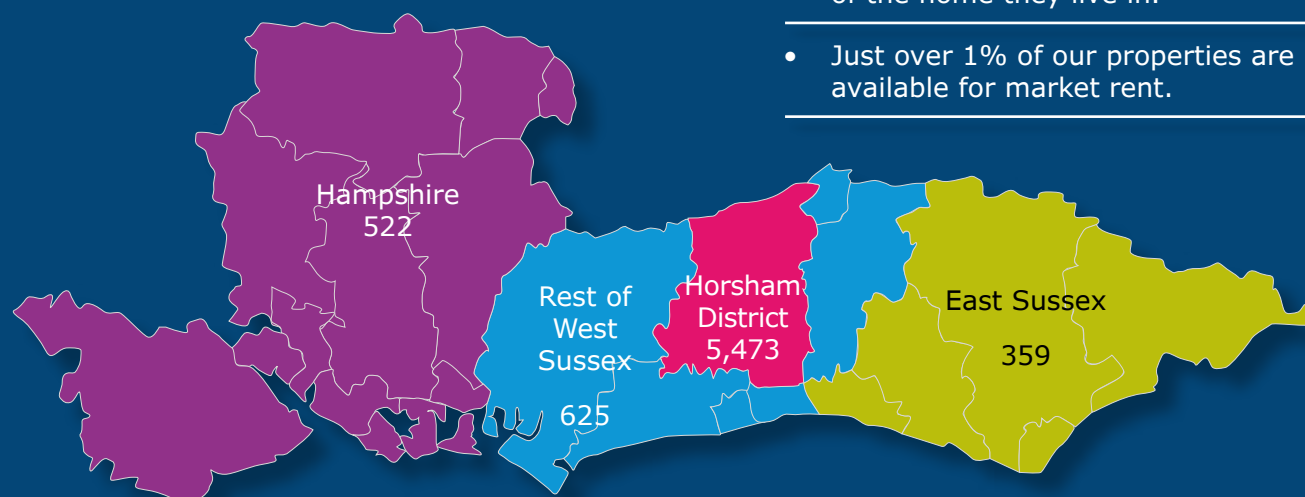
YOUR HOMES & NEIGHBOURHOODS



AREA	NO. OF HOMES	% OF HOMES
 Horsham District.....	5,473	78.4%
 The rest of West Sussex	625	9%
 East Sussex	359	5.1%
 Hampshire	522	7.5%

Saxon Weald is considered a medium-sized housing association (2,000 and 10,000 homes), with 6,979 properties at the end of March 2026. We cover a relatively small geographic footprint and pride ourselves on our local connection.

- 84% of our housing is for social or affordable rent.
- 15% of our customers own a share or all of the home they live in.
- Just over 1% of our properties are available for market rent.



Our social/affordable rented home sizes:

SIZE OF PROPERTY	NO. OF HOMES
Non self-contained.....	40
Bedsits.....	233
One bedroom.....	1,879
Two bedrooms	1,968
Three bedrooms	1,640
Four bedrooms.....	78

Newly built homes

- Between April 2025 and March 2026, we completed 62 new build homes.
- 55 properties were for affordable rent.
- 7 properties were for shared ownership.
- We received £1.38m of grant funding from Homes England and £528,000 from Horsham District Council to help fund building much-needed new homes at The Cobblers, Slinfold and Fairfield Cottages, Cowfold.



"My home is my sanctuary, my safe place. It's where I feel safe and happy."

"I'm an amputee, so a bungalow was just a dream come true. It's quiet with a lovely garden, and I can have my dogs here which is a huge thing. It feels like my forever home."

"I used to think that home was about bricks and mortar, but since moving to my flat, I have realised its wherever you are, and that you make it your own. It's a safe environment where you can relax with your loved ones without the intrusion of others."

"When it's the middle of the night, you know if you pull that cord, someone's going to be there and help you, and that makes all the difference." Elaine

Meet Elaine

Before moving to Alan Chun House, Elaine was renting privately for several years. "When you live in private rent, it's just so different. You're completely on your own. That's why I wanted to live in a little community where everyone knows everyone."

Elaine always wanted to move to Alan Chun House. "When I got a call to say I'd been accepted on a flat here I was just so elated. I'm sorted now and just so happy here."

Not being used to a communal laundry room, Elaine was keen to have her own washing machine in her flat. However, she was conscious that she might need to get permission first. "I was having to go to the communal laundry

room every time I needed to wash something. So, I contacted Saxon Weald to find out how I could add a washing machine to my kitchen. Rather than just say no and dismiss my request, I really felt Lewis listened to what I had to say and saw things from my point of view. He just wanted to help me and see how I could achieve what I'd asked for, so the service was amazing."

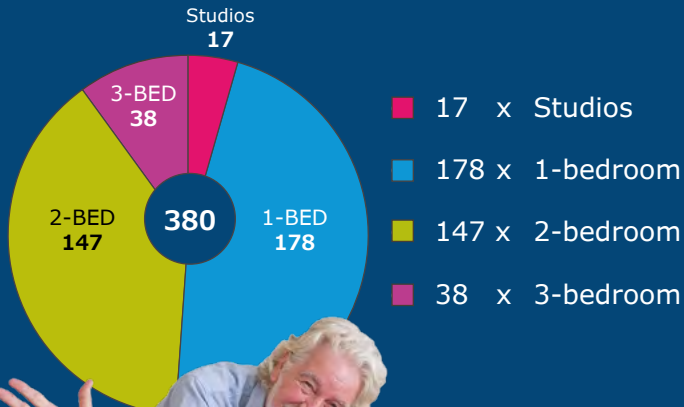
We asked Elaine, "What do you love most about your home?"

"I know when I come home from work, I can shut my front door, and I'm safe. You go downstairs and we've got the communal room you can use, and there's always people around that you can talk to. I love everything about it."



Lettings

During 2025-26 we let 380 properties. Just over half were general needs and of these 55 were new build homes:



While we continue to build much-needed new homes, the waiting list for affordable rented homes remains long. There are not enough affordable rented homes for all those who need them.

For those who need large family-sized properties, the wait can be even longer. Last year, we had no four-bedroom homes become available and just 38 three-bedroom homes.

When a home does become empty, we try to let it to those who need it as quickly as possible. Our Empty Homes team goes in first and makes sure the property is clean, safe and has any repairs completed before a new tenant moves in.



Mutual exchanges

A mutual exchange is where customers apply to swap their home with someone else in a council or housing association property. This option can help you find a home better suited to your changing circumstances and can be the quickest route for people to move.

32 households exchanged last year.

To register and find out more about swapping home, go to: www.homeswapper.co.uk/.

Right-sizing

There may come a time when the cost or effort of running a large home becomes too much. Maybe you'd like to be part of a community or need a bit of support and reassurance that a scheme manager can provide. Last year, 13 customers moved out of general needs homes into extra care and retirement housing.

If you are over 55, please get in touch and ask us about our retirement or extra care schemes.

Email: hello@saxonweald.com or call 01403 226000

Selling homes



15% of the properties we manage are shared ownership homes. It's a great way to get on the property ladder if you can't afford to buy at the full market value.



4

Sales of new shared ownership homes completed at The Gallops, Lower Beeding and Bluebell Gardens, Wivelsfield Green.



38

Resales of shared ownership homes. 17 general needs, three retirement and 18 extra care.

5

Five outright sales of properties at Highwood Mill.



7

Shared owners staircased by buying more shares in their property. Four staircased to full ownership and three increased the shares they own.

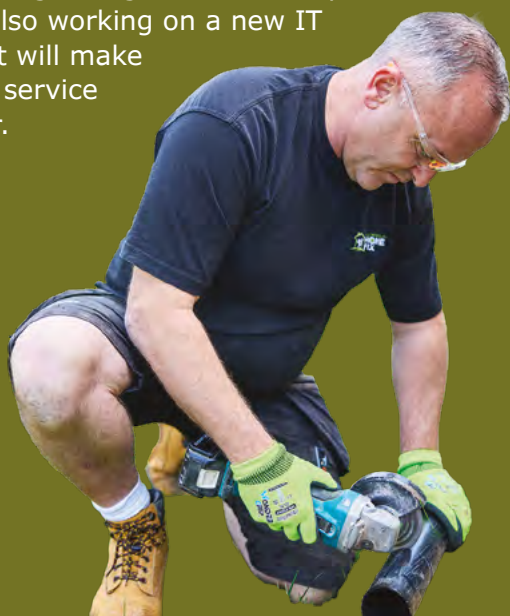


We completed 18,792 responsive repairs during 2025-26

Day-to-day repairs

Our in-house repairs team, HomeFix, is made up of skilled, qualified professionals who are passionate about providing high-quality repairs and maintenance services for our residents.

You have told us you value how well we fix things and how fast our service is. However, you have also said we could improve our communication. We are making changes that will improve this while also working on a new IT system that will make our repairs service even better.



Satisfaction with last repair 83.1%



Satisfaction with time taken to complete most recent repair 80.9%



Non-emergency responsive repairs completed within 24 hrs of being reported 88.4%



Emergency responsive repairs completed within the landlord's target timescale 97%



The average time taken to complete a repair was 14 days

That's 8 days less than the previous year!

- Inside a home 10.5 days
- Outside a home 20 days
- Communal area 11.5 days



The average cost of a standard repair was £194

"I wanted to thank you again for your help resolving the issue with the doors. Your support made all the difference, and I'm really grateful."

Top 5 repair requests in 2025-26:

	19%	HEATING
	14%	WINDOWS/DOORS
	6%	LIGHTING
	5%	TOILETS
	5%	BLOCKAGES

"Whenever we've had any issues, they've always been fixed quickly. We've been lucky to never need anything other than minor repairs, but anything that's needed sorting, HomeFix has been there right away."

Missed repairs appointments

Most people let us know if they can't make an appointment. Thank you, this helps us to give the slot to someone else.

Last year we attended 454 appointments we couldn't access.

Sometimes, we also have to cancel bookings. This could be due to staff illness, another job over-running or such. We are very sorry when this happens, as we know it can be frustrating when you have taken time off to wait in for us.

Last year we attended 97.2% of appointments.



In 2025-26 we spent over £20.5m million improving homes

Over £2.4 million spent refurbishing 166 kitchens and 113 bathrooms

176 homes had new boilers fitted

133 homes had new windows or doors

40 homes had improvements to their electric heating systems

64 properties had electrical rewiring

31 individual properties and nine blocks containing 104 flats had structural works

We spent over £1.2 million on roofing for 114 homes

Getting ready to let

When a property becomes vacant we need to make sure it's all in working order, safe, secure and clean, ready for a new tenant to move in.

In 2025-26, we spent £2.2 million on 331 homes that needed work before they could be re-let

In these homes we replaced:

- 30 bathrooms
- 54 kitchens
- 13 electrical rewires

The average cost to prepare a home to be re-let was:

- Major refurbishment work: £16,400
- Minor refurbishment work: £5,900



81.1 % satisfaction that the home is well maintained

This is a small improvement on last year's result of 79.8% and a positive step in the right direction.

"Our new kitchen looks totally amazing, it couldn't have come out better. Please pass on our thanks to all the team. They were all so nice, respectable, and talented. They went above and beyond to create something beautiful. We now have so much cupboard space but the kitchen looks twice the size!"

"All has been upgraded in good time and to a good standard. The plumber was excellent."

"Compliments to Ian for doing such a lovely job on my bathroom upgrade. I am thrilled. He was amazing. He worked very hard and is a credit to HomeFix."



MAINTAINING & IMPROVING HOMES — Investment



Solar panel installations at homes in Cowfold. A range of energy efficient measures were installed in the properties, including solar panels, roof replacements, improved loft insulation, and low energy lighting.



A new roof being installed at Godwin Court in Horsham.

Inspecting and improving homes

Property surveyors, Savills, have been reviewing the condition of your homes. The information they gather helps us prioritise property improvements to the homes most in need.

Thanks to everyone who has made arrangements to give the team access to carry out their checks.

In 2025-26 we spent £1.2 million on replacing roofs. These homes were identified in Savills' stock condition surveys and form part of our ongoing programme to keep improving homes.

Better energy efficiency

Over 2,000 of our older homes need work to improve their energy efficiency to reach a target of EPC C or higher. The Government deadline for us to complete this work is 2030.

During 2026-27 we will be working on 650 homes.

We recognise the importance of doing this work as quickly as possible for customers and are planning our resources for the homes that need improving in the coming years. If your home is included in the programme, we will let you know.

More sustainable homes for the future

In 2025 we secured a £1.8m grant from the Government's Warm Homes Social Housing Fund. In the 2025-26 period we received the first £539,000 of the grant and have used it towards improving the energy rating of 30 of our homes.

MAINTAINING & IMPROVING HOMES - A&A



Aids and Adaptations

Small adaptations to customers' homes can make all the difference. Simple things, like installing lever taps or making an adjustment to the height of electrical sockets, can make day-to-day life that bit easier.

At other times we may need to install handrails or adjust a doorway to make mobility and access safer.

In 2025-2026 we fitted 251 adaptations costing £70,916

"The operative fitted a folding rail on one side and a grab rail on the other side of the loo. He checked with me throughout the fitting that everything was at the right height and position to enable me to get off the toilet seat in safety."

What we provided in 2025-26:

- 99 Handrails
- 35 Shower seat replacements/adjustments
- 33 Outdoor handrails
- 19 Internal handrails
- 13 Lever tap installations

Other modifications included additional sockets for medical equipment, drop down rails, key safes for carers to access homes and external safety lighting.

Can we help?

If you, or someone you live with, needs a small adjustment made to your home, please let us know. You can contact us by emailing hello@saxonweald.com or call 01403 226000.

Please note: *For larger adaptations, such as a level-access shower or stairlift, you need to apply to your local council. If approved, you need to let us know before any work begins.*



Condensation, damp and mould

Keeping your home dry and healthy

Some condensation in any home is normal and unavoidable, especially in kitchens and bathrooms. There is often an increase in condensation during cold, wet weather. If left untreated, condensation can lead to mould growth and cause damage to our homes and belongings.

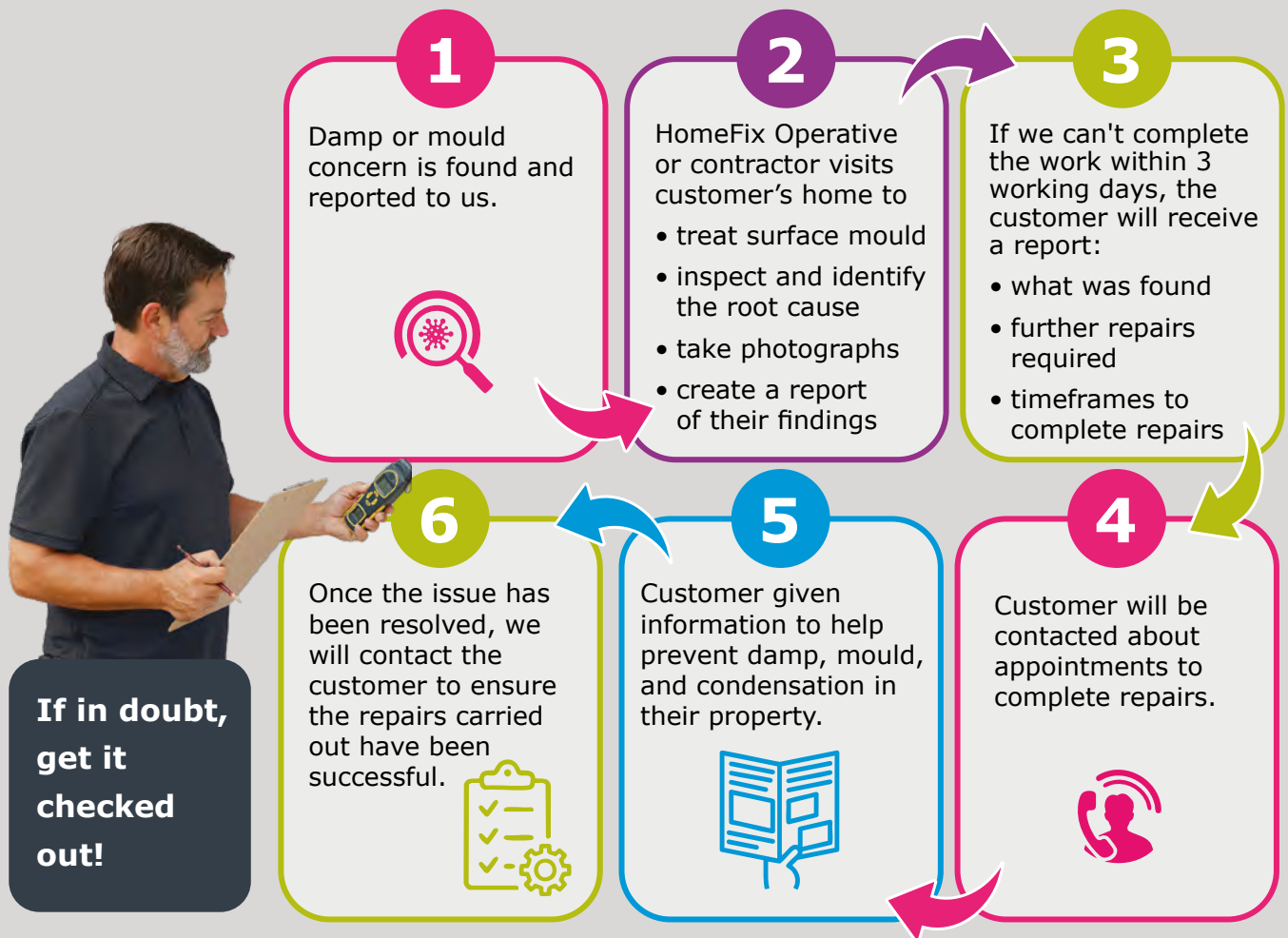
Penetrating damp is less common. It is caused by moisture entering the home from an external

source, such as leaking plumbing or moisture from the ground.

What to do if you spot damp or mould

We take these problems very seriously. If you are worried about damp or mould in your home, please let us know as soon as possible. Email us at hello@saxonweald.com sending any photos you can take of the problem, or call us on 01403 226000.

Our step-by-step approach to treating damp and mould:



You can read more about condensation, damp and mould, or download our policy on our website. : www.saxonweald.com/condensation

Last year we had 976 cases of damp and mould reported to us

To address the issues, we spent:



£449,000

on treating damp, mould and condensation



£233,000

installing 177 extractor fans



Property safety & compliance

Our property safety team helps ensure your home is safe and compliant.

Key areas relating to property safety are often referred to as the "Big Six" and are gas, electrical, fire, water, asbestos and lifts.



85.4% Satisfaction that the home is safe

Gas

We completed over 4,080 Landlord Gas Safety Reports to our homes and a further 99 reports for our blocks of flats in the last 12 months.



We work with our gas contractor, TSG. They will notify you when your annual inspection is due.



99.98% - Proportion of properties for which all gas safety checks have been carried out

Electrical

Every five years, we need to carry out electrical testing on our properties. These are known as Electrical Installation Condition Reports (EICR).



In 2025/26 we completed 1,427 EICR reports.

Water safety

We continued our programme of Legionella Risk Assessments and works arising from these checks. This work ensures that the water that comes from communal systems is as safe as possible for all of our customers.



100% - Proportion of homes for which all required legionella risk assessments have been carried out

Lifts

We carried out all safety checks on our passenger lifts and mobility lifts as well as continuing with repairs. We also replaced a lift at our scheme, The Poynings.



100% - Proportion of homes for which all required communal passenger lift safety checks have been carried out

Fire

We have new contractors delivering fire safety works on our behalf.

We completed over 250 Fire Risk Assessments and 4,000 actions last year.

We also service our fire safety systems with approximately 6,000 servicing visits a year.



100% - Proportion of homes for which all fire risk assessments have been carried out

Things you can do to stay safe

- You should regularly test smoke, heat and carbon monoxide detectors in your home. If they don't work please report them straight away and we will arrange an urgent repair.
- Keep communal areas free from items that could block your escape route in a fire.
- Keep fire doors closed. They can prevent the spread of a fire in your home by up to 20 minutes.

Asbestos

In 2025-26 we procured new contractors to carry out asbestos-related works. This includes inspections in our communal buildings and removing asbestos as needed in homes.



85.3% Proportion of homes for which all required asbestos surveys or re-inspections have been carried out

So far, we have carried out over 400 asbestos surveys. This information will go into a new asbestos register, which will help tighten our compliance procedures and streamline our surveying process.

Our spend on compliance last year was just over £2.9 million:



- £700,000 EICR Electricity compliance
- £1,990,000 Fire safety
- £220,000 Legionella

Last year we made seven injunction applications to access properties for gas and electrical safety.

Please help us keep you safe by allowing us access to your home to complete these vital works.



Managing our estates

Our Estate Services team manages the contracts with our grounds maintenance, tree maintenance and cleaning contractors.

They also manage our team of five Neighbourhood Improvement Operatives. Their role is varied, from inspecting the neighbourhood you live in, to clearing fly-tipping and dumped items, clearing gutters, replacing small signage items and clearing gardens in empty homes. Come rain or shine the team makes a huge difference to your communities.



Grounds maintenance

Our grounds maintenance contractors keep our schemes and communal grounds mowed and trimmed. We have three teams that cover the following geographical locations:

- **Groundscapes** covers sites in the Horsham District and West Sussex
- **GreenServe** covers East Sussex
- **Grounds Care Group** covers Hampshire

These teams cover a total of 524 sites, with four other schemes being served by two companies that are more local to them.

The majority of our locations receive 26 maintenance visits a year. Others, with more extensive gardens, receive an enhanced service with 32 visits a year.

Where there are only grass verges on our land, they get mowed four times a year.

We also use a company called **Connick Tree Care** to look after the health and maintain the safety of trees in all our areas of operation.

In 2025-26 our Neighbourhood Team completed 2,730 jobs.

Some of 2025-26's works included:

- 1,187 Estate inspections
- 345 Gutter clearances
- 112 Fire risk actions (includes signage and clearances)
- 381 Clearances / fly tipping (does not include inspection clearances)
- 202 Empty homes / garden clearances



73.6% - Satisfaction that the landlord makes a positive contribution to neighbourhoods



78.1% - Satisfaction that the landlord keeps communal areas clean and well maintained

Have your say about your communal spaces

Resident Community Inspectors are residents who do regular checks on communal areas and communal parking areas where they live. They use a checklist of expected standards to make sure all areas are maintained to an acceptable standard and feedback their findings on a monthly basis.

Our Green Team members complete a monthly survey about the grounds maintenance in their area. We currently have around 30 volunteers who participate.

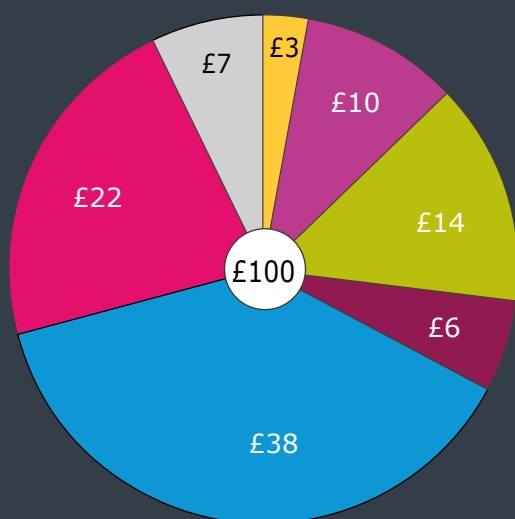
To get involved call us on 01403 226000 or email hello@saxonweald.com.

"I'm very impressed with the tree surgeon works that were recently carried out at Meadow Court. Thank you."





How we spent our money in 2025-26



Costs for utilities was lower last year, while there was a small increase in what we spend on cleaning and grounds maintenance.

For every £100, we spent

Housing management	£3	–
Service charge costs	£10	–
Cleaning and grounds maintenance	£4	↑
Utilities	£3	↓
All other services	£3	–
Staff costs	£14	–
Overheads	£6	–
Repairs and maintenance	£38	–
Day-to-day repairs	£9	↑
Property improvements	£21	↓
Regular servicing and maintenance	£8	↑
Interest payments	£22	–
Investment in new homes	£7	↓

Spend on property repairs, servicing and maintenance were higher last year. However our investment in new homes was less than the year before.

How we compare

Our operational costs were only a little higher than they were last year, but 28% higher than our peer group.

This is partly due to the large number of retirement and extra care homes we manage. Those properties tend to need more maintenance and staff support. However, our general property costs are also higher than those of our peers due to increased investment in the safety and energy efficiency of our properties.

Our management and maintenance costs remained stable with just a 1% increase in management costs and a 3% decrease in maintenance costs this year.

The income to cover our operational costs is generated by the rent we collect. The government sets rent increases each year based on inflation. In 2025-26 rents went up by 2.7%.

* We use information from a research company called Housemark to compare ourselves to up to 28 similar regional housing associations in the south west and south east.

Headline social housing cost per home

£6,972 Saxon Weald 2025-26

£6,911 Saxon Weald 2024-25

£6,361 Saxon Weald 2025-26 General needs only

£6,305 Saxon Weald 2024-25 General needs only

£5,402 Peer group median 2024-25*

Management cost per home

£778 Saxon Weald 2025-26

£772 Saxon Weald 2024-25

£1,992 Peer group median 2024-25*

Maintenance cost per home

£2,358 Saxon Weald 2025-26

£2,431 Saxon Weald 2024-25

£1,624 Peer group median 2024-25*

Rents

Nearly 34% of customers were in credit on their account

7.3% of customers were over four weeks in arrears

At 31 March 2026, rent arrears totalled £1,157,909

We know life can sometimes throw us unexpected problems. We want to reassure you that we will always try to listen and find ways to help you if you face financial difficulties.

If you're behind on your rent you'll be in 'arrears'. It is important to contact us as soon as possible, so that you don't get heavily in arrears and risk eviction.

We will offer support to try and get you back on track and we will work with you to create an affordable repayment plan.

We will also check you are receiving all the benefits you are entitled to.

However, if a customer does not clear their debt with us, we may need to take legal action to recover the debt.



The best way to ensure your rent account is always up-to-date is to pay by Direct Debit.

The payment comes out of your account on your chosen day. You can instruct your bank yourself or complete the form on our website. Just scan the QR code below or click [here](#) to get the form:



Last year, we had five cases where rent arrears resulted in tenants losing their homes.

"Thank you for your support and understanding of my recent financial situation. I became jobless a few weeks ago and was therefore unable to pay my rent/bills. I have thankfully now secured a new role and start on Monday."



Don't miss out on benefit guidance and support!

If you're having difficulty paying your rent, it's worth checking whether you're entitled to more income/benefits.

Benefits calculators

You can find out if you're missing out on financial help by using our handy budget and benefit calculator created by Policy in Practice. Scan the QR code or click [here](#) to go straight to the assessment form:

Our dedicated Money Matters team can assess your situation and help you make sure you are claiming all the help and support you are entitled to. For more advice and information please go to www.saxonweald.com/money-matters.

To request an appointment, please email: hello@saxonweald.com or call 01403 226000



OUR PEOPLE

Working at Saxon Weald

Our customer-focused people are dedicated and enthusiastic. We are committed to delivering great services and being fair and inclusive. We promote an environment where everyone feels valued and supported.

Our colleagues have varying levels of expertise: from apprentices starting out in their careers to those fully qualified in their field. We offer them training and development to help reach their potential and further their careers.

So, if you or someone you know is interested in working for us, please keep an eye on our careers page on our website, where we post our job vacancies: www.saxonweald.com/careers.

In the 2025-26 year we had:

**299 Full and part-time staff
(282 full-time equivalent)**

158 Office and management

36 Housing support and care

94 Maintenance / repairs

11 Board members



Who does what at Saxon Weald

Our Executive Team brings wide-ranging expertise and knowledge to the company and is responsible for making decisions about the way Saxon Weald operates. It also advises the Board on the organisation's strategic direction.

Chief Executive: Corinna Bishop

Corinna leads the Executive Team and is also an executive member of the Board. She has overall responsibility for the operational running of the business.



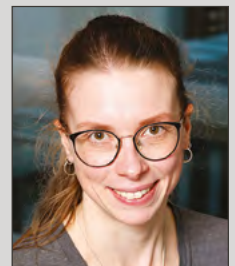
Executive Director - Customer Operations: Kath Hicks

Kath is responsible for service delivery, including repairs, customer support, housing and neighbourhood management. She also oversees compliance with the Regulator of Social Housing's consumer standards.



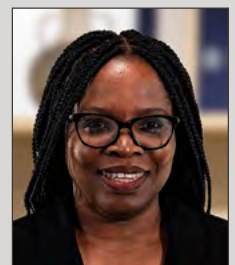
Executive Director - Finance & Governance: Rachel McGoff

Rachel is responsible for overseeing all things money. She also ensures we meet legal and regulatory requirements.



Executive Director - Asset & Development: Becky Utuka

Becky is responsible for our property investment programme (improving existing homes) as well as the development of new homes, including sales. She is also Saxon Weald's designated health and safety lead.



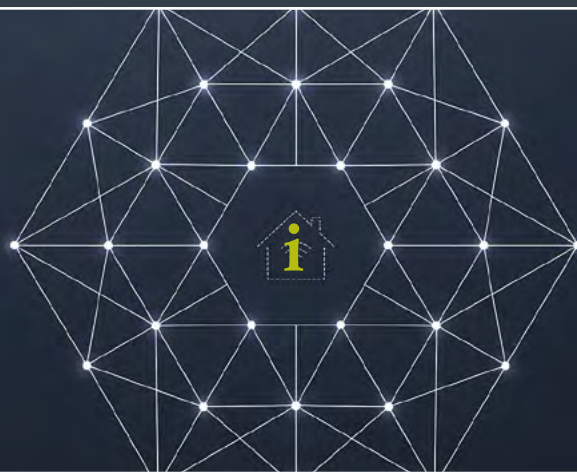
Interim Executive Director - People, Technology & Transformation: Julia Mixter

Julia brings hands-on leadership in digital, data and AI transformation. She is also responsible for leading our people through organisation change.



Introducing STAIRS

The catchily named STAIRS (Social Tenant Access to Information Requirements), is a new set of rules coming into effect in October 2026. They give housing association customers rights to information on how their homes and services are managed. Most of the information included in the rules is already on our website. We will be adding to this and making sure it is easy to find. We will update you when everything is ready.



Our code of conduct

We used feedback from customer focus groups to create a new code of conduct for our colleagues.

The code sets out what you can expect from us in terms of how we behave and how we treat you. It also outlines what we ask of our customers.

We are committed to treating every customer with fairness, respect and honesty.

Our code of conduct can be found on our website here: www.saxonweald.com/storage/downloads/code_of_conduct-1783497786

Customer conduct

In 2025-26, our colleagues reported 26 cases of unacceptable behaviour from customers:

- Verbal – 24
- Physical – 1
- Sexual – 1

When an incident is reported to us we will:

- Carry out a risk assessment to assess whether we need to log the risk on the customer's record and arrange two-person visits in the future.
- Send a letter to the customer from a manager to let them know their conduct was unacceptable. We will inform them when the report has been logged and if there are any further actions.
- Serious or repeated incidents could constitute a tenancy breach.
- Serious offences may be reported to the police.

Staff conduct

During 2025-26 we received 35 complaints about staff behaviour.

What you said...

We received a complaint after customer information was shared with someone else on a tenancy.

What we did...

We replied and apologised for the error explaining how it happened. Following the complaint we have changed our internal systems to flag a warning to users about who is included in outgoing communications. It also prompts the user to review before sending. We also self-reported the incident as a GDPR breach to the Information Commissioner's Office (ICO).

What you said...

Your operative behaved unprofessionally. He was rude and swore at a customer.

What we did...

We replied and apologised for this unacceptable behaviour. The operative was spoken with and we carried out an investigation along with our People team.

What you said...

I was not kept informed about a repair as you said you would during my repairs appointment.

What we did...

We apologised and changed the process so that operatives would inform our planning team in future of these type of commitments. The planning team can then manage the extra works with the HomeFix team and customer.



Saxon Weald contact hours

Our phone lines are open:

Monday - Thursday from 8.30am – 4.30pm

Friday from 8.30am - 4pm

**For all enquiries to
Saxon Weald including repairs,
Housing Managers, Money
Matters and finance queries:**

Our customer service team is on hand.
They can answer most enquiries and
direct your emails to the right colleagues.

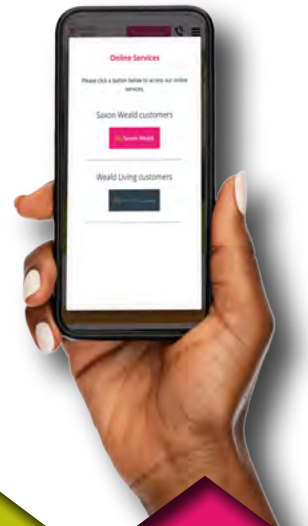
Email hello@saxonweald.com
or call 01403 226000

Visits to our office are by appointment only.
Please contact us to make a booking.

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services put you in
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