



WEALD LIVING
BY SAXON WEALD

2025-26



ANNUAL PERFORMANCE REPORT

www.wealdliving.com

Our 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 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.wealdliving.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 home owner satisfaction increased by 7% up to 78.1%.
- The introduction of more comprehensive cleaning services resulted in a 6% increase in satisfaction with communal areas.
- You are also 15% more satisfied with our contribution to your neighbourhoods.

But we know we still have work to do. 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



Some TSMs are presented throughout this report where you see these TSM logos.



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



The TSM results shown throughout this report with this logo relate to our home owner customers and can be compared against the national TSM results for Low Cost Home Ownership (LCHO).

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

PERFORMANCE AT A GLANCE



78.1%

OVERALL SATISFACTION

Low cost home ownership results, from our TSM survey



COMPLAINTS
38



COMPLIMENTS
5



86%



PROPERTY SAFETY

Satisfaction that the condition of the property or building they live in is safe



INVOLVED CUSTOMERS

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

7



shared owners
bought more
shares in their
property

85,469

CUSTOMER SUPPORT ENQUIRIES



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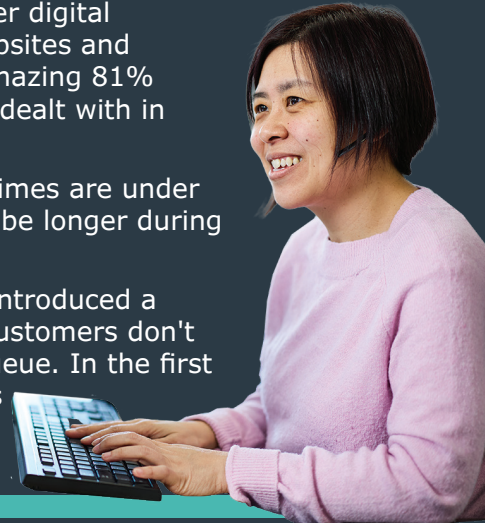
Can we help?

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



76% 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.wealdliving.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.



78.5% 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 [MyWealdLiving](#) account
- **Email:** info@wealdliving.com
- **Phone:** 01403 226000
- **Write to us:** Our address is on the back page of this report
- **Complete a form** on our website: www.wealdliving.com/your-voice/complaints.



in 2025-26 we responded to **38** Weald Living stage one complaints

TOP 3 REASONS FOR COMPLAINTS



Communal areas
(8 complaints)



Timescales
(7 complaints)



Standard of accommodation
(5 complaints)

We also had 338 Saxon Weald Complaints

During 2025-26, we also responded to 10 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 this year 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.



40.7% Satisfaction with the landlord's handling of complaints
While this seems a low score, it is 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

Damp and mould issues were not correctly diagnosed.

ACTION

We have rolled out additional training to improve damp and mould diagnosis. We have also provided extra training on the use of tools and specialist equipment.

ISSUE

The customer had latent defects with a newly built property that had not been dealt with within the defect period.

ACTION

We have reviewed and improved our communication process and will provide more regular updates for these issues.

ISSUE

The customer was confused about the re-sale process.

ACTION

The sales team are reviewing the guidance and publications we provide on our website to ensure they are accurate and easier to understand.



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 **5** Weald Living compliments



"I found the leaseholder pop in session very useful and would welcome it more often. Tammy is a great communicator."

"You've been so helpful throughout this process. It's good to know where we're at. I don't think I've filled out so many forms in all my life. It felt a little overwhelming trying to keep on top of the whole process and I appreciate you taking the time to explain. Thank you so much for making it as simple as possible."

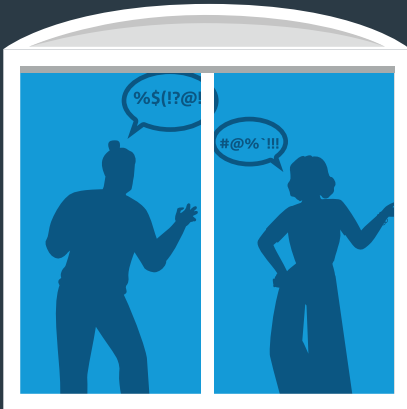
"Compliment to the new cleaner, Keely - best we have ever had in the scheme."



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.

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

69% of customers said they were 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.



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

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

www.saxonweald.com/living-in-your-home/antisocial-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.wealdliving.com/da or you can call and speak to our trained customer service team, who will be able to help you.

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

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.



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.

Need help?

Call us on 01403 226000

Customer influence and involvement

Customer satisfaction survey

This survey is sent to all our Weald Living customers annually during June and July.

Overall satisfaction 44%

183 completed surveys

This is an 11% improvement on the 33% satisfaction recorded in the previous year.

The main areas of dissatisfaction were maintenance, communication and service charges.



67.1% - Satisfaction that the landlord listens to tenant views and acts upon them

Development and sales survey

We send this survey to owners following a move into a newly built property.



Overall satisfaction 100%

from 8 completed surveys

If you receive a survey, please take a few minutes to complete it and send it back to us. Your responses really help us know what we could do more of, or do better.

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 Estate Services

Early last year, the group visited a number of different estates to review our grounds maintenance and communal area standards. They also reviewed all the related policies and procedures. They put their recommendations in a report which went to the Customer Experience Committee in October.

Recommended points of action:

- Review and update the standards in our Neighbourhood Management Policy.
- Implement new safety standards regarding vermin and nuisance birds. A new leaflet is being produced for customers and information on our website will be updated.
- Provide more information to customers about The Green Team and Community inspectors.
- Signage that is outdated or in poor condition should be identified as part of estate inspections and addressed accordingly.
- Ensure noticeboards are safe and used consistently to provide up-to-date information.

These recommendations will be rolled out over the remainder of this year where possible.

"We want and expect well-maintained neighbourhoods and communal areas, which look like they're cared for and where residents feel safe, proud and happy to live."



"Residents must also meet their responsibilities for keeping neighbourhoods and communal areas safe, clean and tidy."

Over the last year, Task and Finish groups have also reviewed the following areas of Saxon Weald business and put forward recommendations for improvements.

- Lettable standard
- Anti-social behaviour
- Tenant repair responsibilities

The customer perspective really helps us understand what you want and define any changes we can make to improve what we do. If you would like to join the group please email hello@saxonweald.com



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



- We have 187 residents on our email register
- 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.wealdliving.com/your-voice



CUSTOMERS AT THE HEART OF WHAT WE DO



Support with your finances

Our Money Matters Advisers help customers maximise their income. They are non-judgemental and can offer support, basic budgeting advice and carry out benefit checks. There is a helpful information and a budget-calculator you can use on our website: www.wealdliving.com/benefits

"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."



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**

Horsham Matters is a local charity that supports people in times of need.

In 2025-26 they provided:

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

If you need support please go to
www.horsham-matters.org.uk/get-help-now/
or call 0300 124 0204



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 an 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 22600.

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

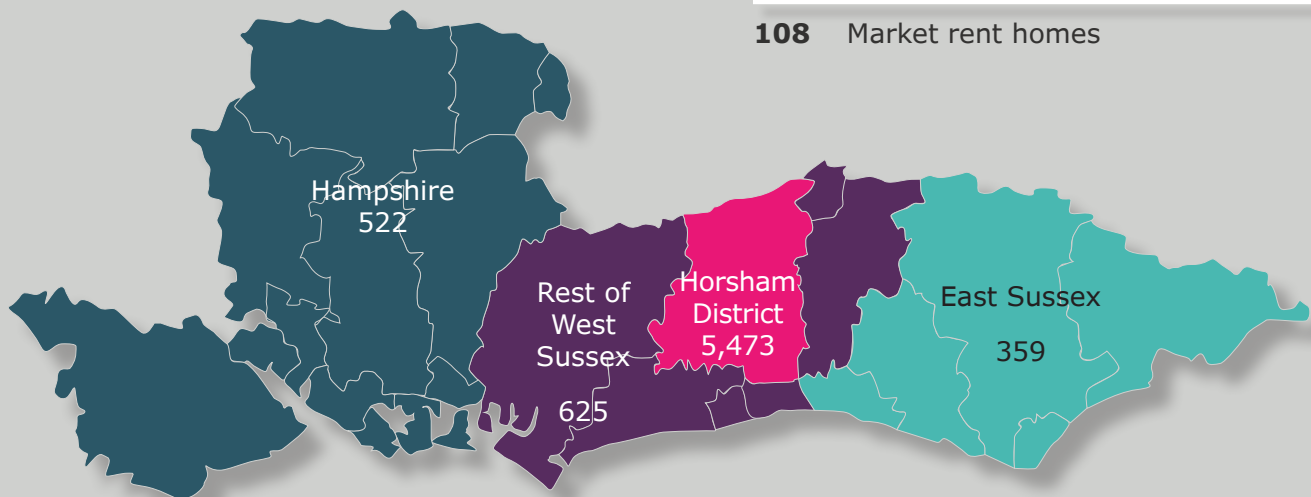


Our housing tenures

84% of our housing stock 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.



Weald Living homes

Saxon Weald manages 6,979 properties overall. Of these, 1,141 (just over 16%) come under our Weald Living brand.

This includes:

- 556** Freehold of privately owned homes
- 157** Leasehold homes for older people
- 320** Shared ownership homes
- 108** Market rent homes

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.

Buying and selling homes

- 12** In 2025-26, 12 Saxon Weald rented households became homeowners, having bought their properties under the Right to Buy or Right to Acquire schemes.
- 38** Resales of shared ownership homes. 17 general needs, three retirement and 18 extra care.
- 5** Five outright sales of properties at Highwood Mill.
- 4** Four households moved into new shared ownership homes at The Gallops, Lower Beeding and Bluebell Gardens, Wivelsfield Green.
- 7** Seven shared owners bought more shares in their property. Four staircased to full ownership and three increased the shares they own.



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

"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."



Making changes to your home

27 leaseholders applied for permission to make changes to their homes last year. Some applications were for multiple alterations.

Five of these applications were made after the works had been already done, so that the homes could be sold. Making applications retrospectively costs a lot more than if you apply before having works done.

If you plan to make some home improvements, you need our written permission for any structural alterations or changes to the fixtures and fittings of your property.

You may also need to get planning permission and/or building notice from your local authority.

There's more information on our website:
www.wealdliving.com/home-owner-services/making-changes-to-your-home/.

The top five changes that we approved in 2024-2025:

- 6 Kitchen works
- 5 Bathroom works (incl. wet room)
- 5 Boiler / heating works
- 5 Doors & windows
- 5 Garden / external (shed, pergola, etc.)



New Contracts

It is our responsibility to let you know when and why we are tendering for new contracts. This offers you the opportunity to have your say in potential contractors and the service they provide.



Last year, we consulted 6,653 customers for works or services carried out to their buildings. These included:

- ☐ Cyclical decoration
- ☐ Fire safety works
- ☐ Lift replacements & servicing
- ☐ Roof replacement
- ☐ Door entry
- ☐ Insulation
- ☐ Cleaning
- ☐ Sewage waste maintenance
- ☐ Electrical works
- ☐ Lightning protection servicing
- ☐ Catering service

MAINTAINING & IMPROVING HOMES



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.

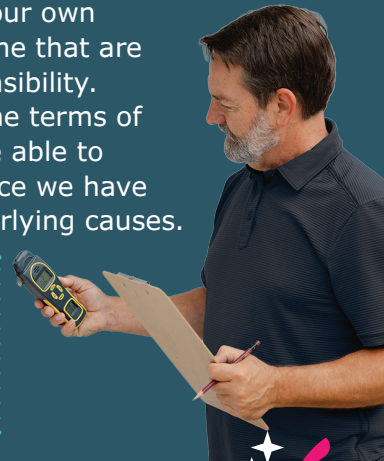
What to do if you spot damp or mould

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.

What we do if you report mould in your home

We will arrange a surveyor to review the information you have provided, and we may arrange a visit to your home to inspect the affected area. As a leaseholder, there may be some remedial actions that will be your own responsibility and some that are Saxon Weald's responsibility. This will depend on the terms of your lease. We will be able to advise you further once we have investigated the underlying causes.

In 2025-26, 976 cases of damp and mould were reported to us



MAINTAINING & IMPROVING NEIGHBOURHOODS



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 and replacing small signage items. Come rain or shine the team makes a huge difference to your communities.

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



80.6% - Satisfaction that the landlord keeps communal areas clean and well maintained



65.5% - Satisfaction that the landlord makes a positive contribution to neighbourhoods

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 to Saxon Weald.

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.





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.



86% 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.



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 replace them straight away.
- 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.



Service charges

In 2025-26, 69 people queried their service charges. Of those, we made 20 adjustments. We also adjusted the costs for the other properties in the same building too!

Service charge debt

Unfortunately, there are occasions where people don't pay what they owe.

In 2025-26 we had to recover arrears from seven leaseholders. In the first instance we

are obliged to contact their mortgage provider for assistance (if they have a mortgage). Three settled their debts at this stage. Four leaseholders remained in debt and we have started legal action to recover the arrears.

If you are having problems paying your service charge, please talk to us. We will always try to put reasonable arrangements in place to help.

More information about service charges can be found on our website www.wealdliving.com/rent-and-service-charges.



Extending your lease

If your lease has less than 85 years remaining, it may be harder to sell your property (should you wish to) and affect its value. To find out more about the process and costs involved we have information on our website. Go to: www.wealdliving.com/home-owner-services/extending-your-lease/

Last year there were eight lease extensions completed and six new applications received.

"Home is somewhere you can rest and fall asleep wherever you want to. It's a space where you feel safe and secure. I really love it." Esther



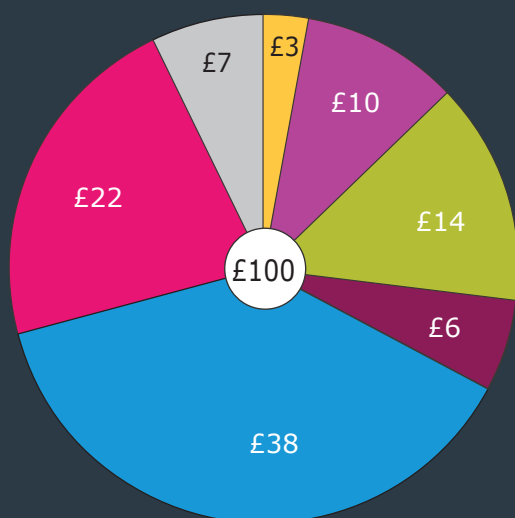
YOUR voice

"When I come home from work, I can shut my front door, and I'm safe. I love everything about my home." Elaine



YOUR voice

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.

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.



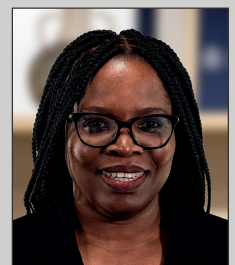
Executive Director - Finance & Governance: Rachel McGoff

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.



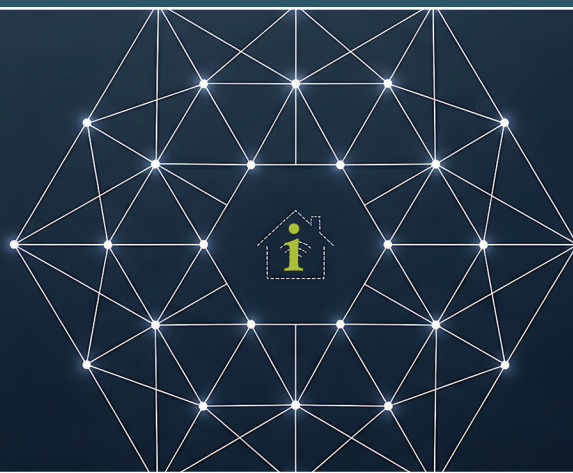
Interim Executive Director - People, Technology & Transformation: Julia Mixter

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.



Our contact hours

Our phone lines are open:

Monday - Thursday from 8.30am – 4.30pm

Friday from 8.30am - 4.00pm

Ways to contact us:

Secure message via your
online account service:

MyWealdLiving.com

Email: info@wealdliving.com

Our website:

Wealdliving.com/contact-us/

Facebook:

www.facebook.com/wealdliving

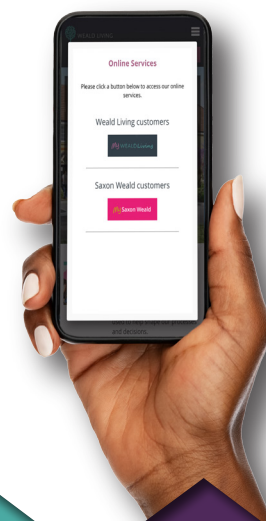
Telephone: 01403 226060

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

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