

Introduction from Hastoe's Chair of the Board

Listening to your feedback as tenants remains our top priority. Our overall customer satisfaction continues to increase, with an independent survey we commissioned showing a 5% uplift in the last 12 months. This is testament to the hard work of our team to address your concerns. But we are never complacent – there always remains more to do.

The survey results show us we need to continue improving our repairs service, be realistic about timeframes and ensure you are kept informed and feel that your views are being heard. You can read about the progress we are making in this report.

We manage the homes of thousands of tenants across the South of England, from Devon to Norfolk. Many are in urban areas, but most are rural. Our extensive geography, the different needs of our tenants and often poor digital connectivity in rural areas means we need to offer a range of ways for you to share your feedback and scrutinise our performance.

Meeting tenants, hearing your feedback and acting on it has led to a number of changes to address issues and make improvements.

For 2025-26, we will continue to focus on improving our service delivery and customer satisfaction.

The external environment continues to be challenging, but our resilience to this has strengthened. Our finances remain sound, and we are focusing our new developments on those rural areas where we can add genuine value to the community.

Over the next 12 months we will continue to provide opportunities for you to tell us how we are doing. We want to make improvements in all areas of our work, from repairs to developing quality homes. We can only do so with your valuable feedback.

Lindy Morgan, Chair of the Board

Introduction from Hastoe's Chief Executive

Earlier this year, we had our regulatory inspection. We remain compliant with our regulatory standards and maintain the highest rating for governance.

The year ahead will see a number of policy changes and more incoming regulation around housing standards, safety and transparency. The government has also recognised the need for long-term rent settlement and financial support to tackle building safety. This will allow housing associations to continue building new homes.

Our focus continues to be on our customers, ensuring we do what we say and keeping you informed if things change. Most of our customers contact us by phone and our Customer Service Team has continued to focus on reducing call wait times and resolving issues as quickly as possible.

Our repairs services are also improving. We have doubled the number of repairs contractors we use, and we take swift action to end contracts where performance is not up to our standards.

Our planned home improvements continue based on the condition

surveys we have been doing since 2024 and will complete in 2026. Our priority focus is on works with a health and safety requirement.

In the year ahead, there will be challenges in completing building safety works, improving our customer satisfaction, and working through the skills shortage the sector is facing.

We continue to explore multiple ways to engage positively with our customers. We remain committed to listening to your feedback and continuing to make improvements.

Andrew Potter, Chief Executive



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About this report

This Annual Report aims to show clearly the extent to which Hastoe has delivered on the plans set out in our Business Strategy 2024-27. We changed the format of the report last year, partly to mirror the changes made to the Business Strategy in 2023, and also to ensure tenants can see how we are performing in relation to the new Consumer Standards and Tenant Satisfaction Measures introduced by the Regulator of Social Housing on 1 April 2024.

In 2023, we consolidated all our plans and strategies into one overall Business Strategy. This removed duplication, made the document more concise, and showed more clearly the link between our purpose, vision and values, and our strategic objectives,

The changes made to this Annual Report aim to make it easier to 'read across' the two documents and to see if we achieved what we set out to do. In order to do this, we have reported our performance under the same headings of our 4 strategic objectives used in our Business Strategy.

We hope you continue to like the new format and welcome your feedback on how we can make further improvements.

About Hastoe

Our purpose:

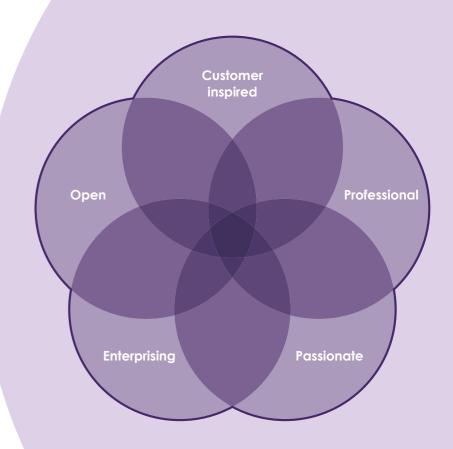
To provide a level of service that meets our customers' expectations and to build high-quality, affordable homes that support sustainable rural communities.

Our vision:

That everyone should have a comfortable and safe home within a sustainable community.

Our values:

Our five values are a vital part of our identity and describe the way in which we operate and relate to others.



Our 4 objectives:

- **Deliver high-quality** services for our residents that meet their needs.
- Maintain and invest in safe, energyefficient homes.

- Develop in rural areas to support the sustainability of rural communities.
- Run a professional and efficient organisation and be an excellent employer.



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How we measure our performance

Last year, we made changes to the way we measure our performance, to include requirements of the Consumer Standards, introduced by the Regulator of Social Housing on 1 April 2024. Tenant Satisfaction Measures (TSMs) form part of this wider regulatory framework and Hastoe will continue to develop its services and improve its operations in line with these requirements.

Tenant Satisfaction Measures (TSMs)

The TSMs are made up of 12 tenant perception measures (coded TP01-12) and 10 management information measures (coded CH01-CH02, NM01, RP01-RP02, BS01-BS05). These measures aim to help improve standards for people living in social housing by: letting tenants see how well their landlord is doing; enabling tenants to hold their landlords to account; and giving the Regulator insight into which landlords might need to improve things for their tenants.

Tenant satisfaction survey 2024-25

Using the 12 tenant perception measures, Hastoe appointed an independent agency, TLF Research, to carry out a survey to find out the degree to which tenants were satisfied with Hastoe's services. The survey was carried out over the phone between 26 June and 26 July 2024 and included 536 tenants from a total of 4,143, all of whom were chosen at random.

For each of the 12 questions relating to tenant perceptions, they were asked if they were either:

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

The findings of each of the perception measures are listed under the relevant section in this Annual Report. Our calculations to work out the proportion of customers who were 'satisfied' are based on those who replied either 'very satisfied' or 'fairly satisfied' (i.e. 'very satisfied' + 'fairly satisfied' = 'satisfied').

As well as this year's results, we have included our 2023-24 tenant satisfaction results for comparison throughout this report, as well as the average (median landlord) perception TSM results for 2023-24, as reported by the Regulator of Social Housing.

Visit www.gov.uk/government/statistics/tenant-satisfaction-measures-202324 for more information.

Management information measures 2024-25

The 10 management information measures are also listed under the relevant section in this Annual Report. This performance data was collected at the end of the financial year which, in this case, ran from 1 April 2024 to 31 March 2025.



To see a full summary of the 22 Tenant Satisfaction Measures, including how the percentages were calculated, go to www.hastoe.com/tsm

Consumer standards and our inspection results

The consumer standards are made up of 4 standards:



1: Safety and Quality Standard

This requires landlords to provide their tenants with safe, good-quality homes and effective landlord services.



2: Transparency, Influence and Accountability Standard

This requires landlords to be open with their tenants and treat them with fairness and respect.



3: Neighbourhood and Community Standard

This requires landlords to work with other organisations to help make sure tenants can live in safe and well-maintained neighbourhoods.



4: Tenancy Standard

This requires landlords to allocate and let homes fairly. It also sets requirements for how landlords manage and end tenancies.

The Regulator of Social Housing carries out an inspection, usually every four years, to assess how well Hastoe is performing against these standards. It will then award a grade ranging from C1 to C4. The Regulator also assesses our standard of governance (G rating) and financial viability (V rating).

In the spring of 2025, we received the results of our most recent inspection:

- We retained a G1 score for governance. This is the highest score available and meets the Regulator's requirements.
- We achieved a V2 score for financial viability. This meets requirements and the Regulator is reassured
 that Hastoe has the financial capacity to deal with a reasonable range of adverse scenarios, but needs to
 manage material risks to ensure continued compliance.
- We achieved a C2 score for the Regulator's new consumer grade. The Regulator believes there are some weaknesses in Hastoe delivering the outcomes of the consumer standards and improvement is needed.



For more information about our inspection results, go to: www.hastoe.com/regulator





Objective 1



Deliver high-quality services for our residents that meet their needs

What you can expect from Hastoe

At Hastoe we aim to be customer-inspired, enterprising, passionate about what we do, and professional and open when dealing with our customers. Whatever you contact us about, we want you to be able to trust that 'we say what we'll do and do what we say'.

Our standards of service are based on consultation with our customers and influenced by practical issues such as the availability of staff and contractors and the supply of materials. We review our Service Standards periodically and in consultation with our customers. You can read what you can expect of us at www.hastoe.com/standards

It's extremely important to us that tenants are satisfied with the services we provide. In addition to our annual tenant satisfaction survey, we use a number of ways to seek tenant feedback. In addition to the daily contact our employees have with tenants, we receive feedback from our Resident Representatives, and we organise activities throughout the year so that tenants can speak directly to our Board Members and Executive Team.

In 2024-25 we held 3 phone-in days with our Chief Executive and Executive Team, as well as 2 face-to-face meetings with Hastoe Board members.

We also held a number of online scrutiny panels on specific matters that we know are important to tenants. These included building safety, damp and mould, and complaints management. In addition, we began a programme of visits to specific areas where we know satisfaction with repairs is low. We ask our repairs contractors to attend to complete easy-to-fix repairs on the day, accompanied by an appropriate mix of staff to address other known issues, e.g. senior staff from Housing, Property and Finance. These visits provided us with many different opportunities to listen to tenants' experiences and to learn how we can make improvements.

In 2025-26 we will continue to organise a similar range of activities.



You Said, We Did

Between April 2024 and March 2025, we implemented changes based on a wide range of tenant feedback. These included:

Improvements to our repairs service

- We are addressing performance issues sooner and changing contractors where necessary. We also publish details of the performance of our repair contractors every month, and residents are invited to participate in the repairs procurement process.
- We recruited a fifth Repairs Officer to check on the quality of repairs being carried out by our contractors.
- We appointed a Property Services Administration Manager to manage our team of Property Services Administrators, responding directly to enquiries from Hastoe residents and stakeholders.

Improved management of our estate and caretaking services

 We recruited an Estate Services Manager to improve our estate and caretaking services and have plans to expand our Estate Services team.

Improvements to visibility of planned works

 We started a process to consult residents on a review of our planned works programme, which includes improved communication and opportunities for customer choice.

Improvements to consultation and feedback

 Each year a group of residents meet online to let us know if we have got our priorities right and to scrutinise our performance. In the interests of transparency, we now publish full details of this on our website.

 Hastoe's Resident Champions are now known as Resident Representatives. This follows feedback from Resident Champions who said they were not keen on the title, and a survey and poll to select a replacement name.

Improvements to MyHastoe

- We have improved the visibility of repairs on MyHastoe, so residents can view completed and cancelled repairs (over the last 12 months).
- One of our Resident Representatives suggested that, in addition to having policies visible on our website, we link to them from MyHastoe. We have now done this.

Improvements to Direct Debit service

 Residents paying by Direct Debit now receive advance notice by email or text before a payment is made from their account. The notice period for changes has been reduced from 7 working days to 5 working days.

You can see a full list of the changes we have made at www.hastoe.com/you-said-we-did

The tenant satisfaction survey carried out during the summer of 2024 showed that 63.9% of customers were satisfied overall. This was an increase of 5% on the previous year. Most improvements have been due to us being more proactive in keeping customers informed and to improving our complaints handling. However, we know we still have more to do.

TSM [TP01]:

Satisfaction with overall service

Proportion of respondents who report that they are satisfied with the overall service from Hastoe:

Hastoe 2023-24: 58.9%

Average (median landlord) 2023-24: 71.3%

Hastoe 2024-25: 63.9%

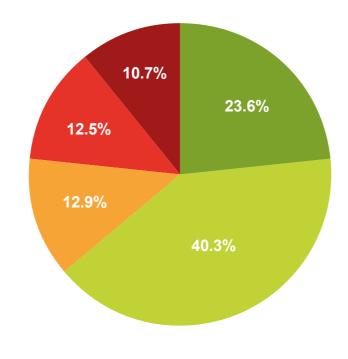
Very satisfied

Fairly dissatisfied

Very dissatisfied

Fairly satisfied

Neither satisfied
 nor dissatisfied



TSM [TP06]:

Satisfaction that Hastoe listens to tenant views and acts upon them

Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them:

Hastoe 2023-24: 55%

Average (median landlord) 2023-24: 60.4%

Hastoe 2024-25: 52.4%

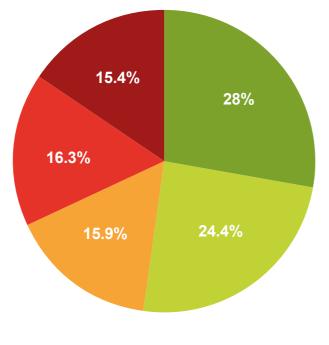
Very satisfied

Fairly dissatisfied

Fairly satisfied

Very dissatisfied

 Neither satisfied nor dissatisfied



TSM [TP07]:

Satisfaction that Hastoe keeps tenants informed about things that matter to them

Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them:

Hastoe 2023-24: 62.6%

Average (median landlord) 2023-24: 70.3%

Hastoe 2024-25: 65.4%

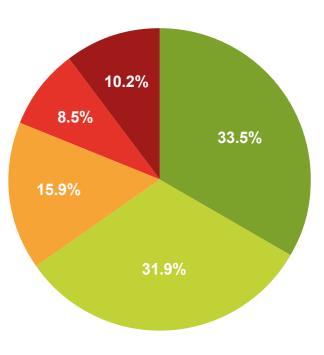
Very satisfied

Fairly dissatisfied

Fairly satisfied

Very dissatisfied

 Neither satisfied nor dissatisfied



TSM [TP08]:

Satisfaction that Hastoe treats tenants fairly and with respect

Proportion of respondents who report that they agree their landlord treats them fairly and with respect:

Hastoe 2023-24: 72.2%

Average (median landlord) 2023-24: 76.8%

Hastoe 2024-25: 71.5%

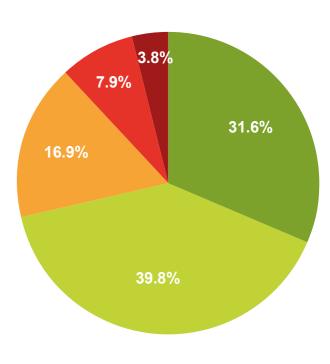
Very satisfied

Fairly dissatisfied

Fairly satisfied

Very dissatisfied

 Neither satisfied nor dissatisfied



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Customer Service



Call Centre

We have continued to invest in our Customer Service Centre. In 2024-25, we answered a record number of customer phone calls and continued to work on reducing wait times, with 75% of calls answered within 90 seconds.

Calls to Customer Service	2022-23	2023-24	2024-25
Number of phone calls we answered	16,068	21,985	22,770



Online self-service via MyHastoe

We were pleased to see more tenants take the opportunity to register for a MyHastoe online

MyHastoe enables tenants to self-serve 24/7 and helps free up our Customer Service Advisors to provide support to those tenants who have more complex queries or issues.

MyHastoe registrations and transactions	2022-23	2023-24	2024-25
Number of customers registered	3,506	3,929	4,423

We are continuing to develop MyHastoe to become more of a one-stop shop, so more services can be reported and accessed online. Tenants who use MyHastoe can currently:

- · Report and follow up a repair
- Upload photos
- Check their rent account
- Make a payment
- Set up a Direct Debit

- · Update their details
- Apply to keep a pet
- Report antisocial behaviour
- · Register a complaint/compliment
- · Request contact from a Housing Officer.



Accessible services

Hastoe offers services to meet the needs of residents with different preferences and needs. We offer a large print service for customers on request and have recently upgraded the Accessibility software on our website to provide better functionality. This means information can be accessed via the spoken word (read aloud), downloaded as audio files, viewed in variable contrast and different text sizes, as well as translated into 135 languages (both written and spoken). Our Customer Service Team can provide support via a translator if needed.

This coming year, we are seeking feedback from tenants with disabilities and vulnerabilities, to help us further improve access to our services.

If you can help, please get in touch. Call **0300 123 2250** or see more details at www.hastoe.com/disability





Protection against scams and fraud

From time to time, tenants call us to say they have, or think they have, been contacted by a scammer or fraudster saying they are working on behalf of Hastoe.

When we commission a company to work on our behalf, and we expect them to contact you, we will always let you know either by text, email or letter. We will sometimes also place information on the news pages of our website.

If you are not sure whether the caller is really working for Hastoe, please contact our Customer Service Team to check. This gives us the opportunity to take any necessary action such as sending out a warning to other residents.

Guidance on what you can do to protect yourself, and what to do if you are approached, can be found on our website at **www.hastoe.com/scams**



How to set up a MyHastoe account

To set up a MyHastoe account, go to www.myhastoe.com

You will only need your email address, date of birth and customer reference number (found on any correspondence from us). If you have difficulty setting up an account, our Customer Service Team is on hand to help. Just call 0300 123 2250 during office hours.

Alternatively, we have produced a number of how-to videos, which you can view at www.hastoe.com/myhastoe

Tenant Support



Benefit and welfare support

We know many of our tenants have, once again, faced considerable financial pressure over the past year and we have provided support where we can. In 2024-25, advice was offered to 311 residents and, of these, 267 took up our offer. Our Benefit and Welfare Advisors helped tenants claim almost £380,000 in benefit income and this meant many people avoided going into debt and have been able to sustain their tenancies.

This service is available free to all Hastoe residents and details can be found at www.hastoe.com/benefits-advice

Case study:

How Sarah helped one couple to keep their life savings

Two elderly Hastoe residents were joint tenants in a property. They had received notice from the council that their housing benefit had been stopped. Not knowing why, they started using their funeral savings to pay part of their rent each month. As they were unable to cover the entire rent payment each month, they quickly fell into large rent arrears.

The couple's Housing Officer was concerned about this, so she got in contact with our Benefits and Welfare Team. Sarah immediately contacted the couple and quickly arranged to see them.

At that visit, Sarah found out that their housing benefit had been stopped six months ago. She also discovered that as the couple had filled out the original housing benefit forms themselves, they hadn't realised that they needed to declare their funeral savings. Whilst filling out a benefit review form, they had declared the savings, and this was the reason for the sudden end to their housing benefit payments. In addition to this, Sarah found letters about housing benefit which demanded repayments.

Sarah helped the couple clear their rent arrears immediately via an over the phone payment; she then called the housing benefit team to find out how much was owed. They informed her that the couple potentially owed them £15,000.

After a long period of back and forth, Sarah was able to get the overpayment debt to the council reduced by £11,000. She helped the couple create a repayment plan and they started making small monthly payments towards it. Sarah also helped to reapply and reinstate their housing benefit.



With Sarah's help, the couple are now in the clear. They face a massively reduced debt, which would have drained their life savings if they hadn't received help from Hastoe's Benefits and Welfare team.

"I've seen first-hand how accessing the right benefits can change someone's life. It can be the kind of change that can lift people out of a financial hole and give them the breathing room they need."

Sarah Allen **Benefit & Welfare Advisor**

Managing Anti-Social Behaviour (ASB)

We believe everyone has the right to live peacefully in their home and community and so we expect our residents, members of their household and visitors, to behave in a responsible way and to respect other tenants and residents living in the local area. We will take action if behaviour is inappropriate or causes nuisance and annoyance to others.

We received a total of 179 reports in 2024-25. We want to talk to residents to see if there is more we can do, so we are inviting Hastoe residents who have experienced anti-social behaviour to join our new scrutiny group. Visit www.hastoe.com/scrutiny for more information.

You can read our policy and procedure for dealing with ASB, and find out how to get involved in our scrutiny group, at www.hastoe.com/asb

TSM [TP12]:

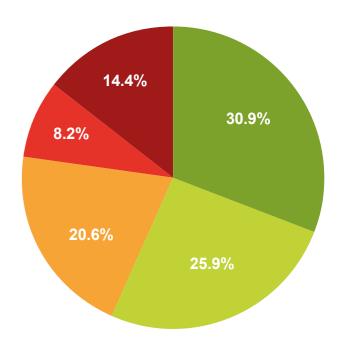
Responsible neighbourhood management

Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour:

Hastoe 2023-24: 56.9% Average (median landlord) 2023-24: 57.8% Hastoe 2024-25: 56.8%

Very dissatisfied

- Very satisfied Fairly dissatisfied Fairly satisfied
- Neither satisfied nor dissatisfied



Management information measures	Percentage	Total number
Number of anti-social behaviour cases, opened per 1,000 homes [NM01(1)]	34.8%	179
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes [NM01(2)]	0.6%	3

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Complaints Handling

While we aim to put things right if they have gone wrong, the focus of our complaints process is not just about making things right for one resident. Rather, it is to learn lessons so we can improve services for all tenants. Complaints provide us with a really valuable way of identifying where we can improve our services.

In addition to learning from individual complaints, we have a Resident Complaints Scrutiny Panel that meets to consider how further improvements can be made to our complaints process. This group meets twice a year. Over the last year, our focus has been on increasing the number of residents who attend this group. We have also put in place Terms of Reference for this group, so that it's clearer what its remit is, and we have published these terms and the minutes from our meetings on our website.

Hastoe also has two Board Members with responsibility for overseeing our complaints policy and process. Ashley Horsey and our resident Board Member, Julie Pearce-Martin, are our Members Responsible for Complaints (MRCs).



The key findings from complaints we have received over the past year include the need for:

- Improved communication, particularly in relation to responsive repairs contractors
- Better monitoring of our contractors' performance
- A change to how we manage our heating contractors

 Better training on areas such as management of Direct Debits, management of ASB cases relating to noise, processing mutual exchange applications and the management move procedure.

We aim to make our complaints policy and procedure as simple as possible. For further information, please visit www.hastoe.com/complaints

You can also find out how we act on recommendations around complaints in our Business Strategy: www.hastoe.com/business-strategy



Complaints Self-Assessment

We have undertaken a self-assessment of our complaints service against the Housing Ombudsman's Complaint Handling Code, to ensure we comply. The full self-assessment and Annual Complaints Performance and Service Improvement Report can be read at www.hastoe.com/complaints-self-assessment



TSM [TP09]:

Satisfaction with the landlord's approach to handling complaints

Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaint handling:

Hastoe 2023-24: 30.7%

Average (median landlord) 2023-24: 34.5%

Hastoe 2024-25: 33.3%

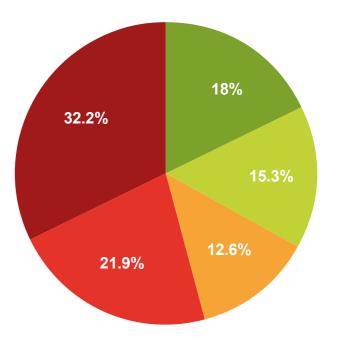
Very satisfied

Fairly dissatisfied

Fairly satisfied

Very dissatisfied

Neither satisfied nor dissatisfied



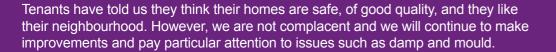
Management information measures	Percentage	Total number
Number of stage one complaints received per 1,000 homes [CH01(1)]	46.9%	200
Number of stage two complaints received per 1,000 homes [CH01(2)]	6.3%	27
Proportion of stage one complaints responded to within the Complaint Handling Code timescales [CH02(1)]	84%	168
Proportion of stage two complaints responded to within the Complaint Handling Code timescales [CH02(2)]	100%	27



Objective 2



Maintain and invest in safe, energy-efficient homes



Safety

Tenant safety remains our top priority and we continue to invest in fire safety and building safety works. We have established a Building Safety Group, where residents who live in our tall blocks of flats meet every 6 months to help with building safety decision-making. They help direct what information we provide, how frequently we communicate, and let us know how residents want to be consulted.

In 2024-25 we spent £6.3m on safety and quality works for our existing homes.

Fairly dissatisfied

Very dissatisfied

TSM [TP05]:

Satisfaction that the home is safe

Proportion of respondents who report that they are satisfied that their home is safe:

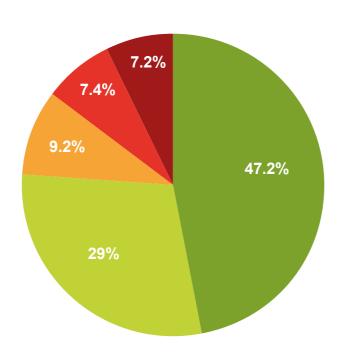
Hastoe 2023-24: 76.5% Average (median landlord) 2023-24: 76.7%

Hastoe 2024-25: 76.2%

Very satisfied

Fairly satisfied

 Neither satisfied nor dissatisfied



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Safety compliance: management information measures	2022-23	2023-24	2024-25
Residential buildings meeting Decent Homes Standard [RP01]	100%	99.6%	99.6%
Fire Risk Assessments reviewed within our timescales [BS02)]	94.7%	96.2%	93.9%
Properties with communal water facilities with valid risk assessment [BS04]	83.3%	97.4%	78.9%
Annual safety inspection of passenger lifts [BS05]	86.2%	100%	97.4%
Residential buildings with valid gas certificates [BS01]	99.96%	99.1%	99.0%
Residential blocks with valid asbestos management survey [BS03]	100%	100%	86.5%
Residential buildings with valid electrical safety check	98.5%	99.2%	99.6%

Repairs Service

To ensure our services are deliverable and provide value for money, we need to find reliable, local contractors to carry out repairs and grounds maintenance. We've made some good progress in some areas of the country.

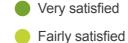
We are monitoring our contractors and their performance carefully and are changing contractors where they are not performing well. We continue to use a proactive follow-up system to ask tenants if their repairs have been completed, and to standard, as well as recruited five Repairs Officers over the last two years to carry out checks to ensure repairs are done satisfactorily. In response to residents' requests, we are now publishing details every month of the performance of our repair contractors.

TSM [TP02]:

Satisfaction with overall repairs service

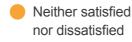
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service:

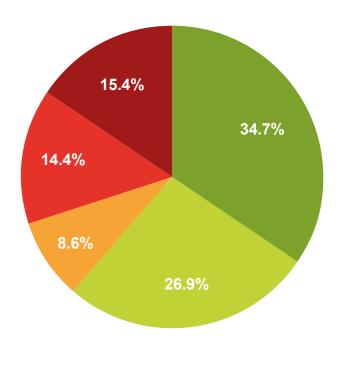
Hastoe 2023-24: 58.5% Average (median landlord) 2023-24: 72.3% Hastoe 2024-25: 61.7%



Very dissatisfied

Fairly dissatisfied





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TSM [TP03]:

Satisfaction with the time taken to complete the most recent repair

Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair:

Hastoe 2023-24: **55.2**%

Average (median landlord) 2023-24: 67.4%

Fairly dissatisfied

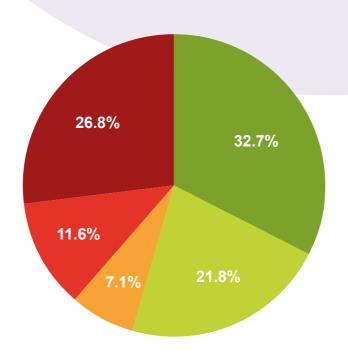
Very dissatisfied

Hastoe 2024-25: 54.4%



Fairly satisfied

 Neither satisfied nor dissatisfied



The results of our tenant satisfaction survey have shown us that we need to continue to make improvements in some key areas:

- Provide a good repairs experience
- Provide good complaint handling
- Manage customer expectations better, i.e. keep customers informed and up to date and be realistic about service delivery timeframes.

On average, we raise around 15,000 repairs per year and in 2024-25 the number of complaints reduced to around 1.1% of orders. This is an indication that the changes we are making are having an impact.



Keeping in touch about repairs

Tenants have also told us they want more regular updates about progress on their repairs. To improve our service, we have enabled tracking of repairs on MyHastoe and made further adjustments to our dedicated team that assists tenants if they experience delays or problems. When customers report a repair via MyHastoe, they receive a text message that gives them the name and phone number of the contractor. This information is also recorded on MyHastoe, together with a date when the repair is expected to be completed. This enables customers to contact the contractor directly. If for any reason a customer is unhappy with the service they have received, they can fill in a form on MyHastoe and our dedicated team will follow up on their behalf.

Near the completion date we now send another text to check if the repair has been done, and if it's been done to a tenant's satisfaction. If it hasn't, we chase the contractor, so tenants don't have to.

Repairs completed	2022-23	2023-24	2024-25
Number of responsive repairs in total	11,848	17,145	15,224
Percentage of emergency repairs completed within 24 hours*	86%	71.7%	86.9%
Percentage of non-emergency responsive repairs completed within timescales**	-	74.7%	80.3%
Percentage of all repairs completed on time	79%	74.2%	81.5%

^{*} emergency repair timescale is within 24 hours.

We have made good progress on our responsive repairs service in 2024-25. Our Executive Team and Board will continue to monitor and review the changes we have made to our repairs service to see which ones are creating a real difference. Hastoe will be addressing these and other priorities, and has laid out a plan of action in our Business Strategy 2025-28: www.hastoe.com/business-strategy

Planned Home Improvements

Hastoe has a planned works programme for major works, including the replacement of key components such as kitchens, bathrooms, heating systems, windows, doors, roofline components e.g. guttering, and the redecoration of common areas of schemes and individual properties.

Our programme for replacing these parts is based on how long they are expected to last, which is set out by government guidelines. Each year we carry out hundreds of improvements and invest £6 million in our existing homes.

Planned Home Improvements	2023-24	2024-25
Kitchens	146	69
Bathrooms	116	16
Heating	243	261
Windows/Doors/Individual Properties	222	203
Redecoration	360	152
Re-roofing (blocks)	4	0
Total	1,091	708



^{**} non-emergency repair timescales are as follows: P2 – 10 days, P3 – 28 days and P4 – 90 days.

The health and safety of all our residents is of critical importance to us. At the moment, we are prioritising those works that respond to recent health and safety assessments we have conducted, and that ensure we are meeting all current legislative requirements. We also want to make sure our homes are in good condition to meet any future legislative or health and safety requirements.

As a result, some of the planned works we had intended to carry out at our properties in the coming years are unfortunately being delayed.

We review the condition of all our homes every five years, and this information is used to plan whether or not we replace individual components. We have commissioned Rand Associates to update records of the condition of all our homes. They are due to complete inspections to all properties by March 2026 and the results will help us plan our future programme for maintenance and home improvement works. These surveys will then be carried out on a rolling basis, to ensure our data on properties is maintained and up to date. After this date, we will be in a better position to provide more information on when components will be included in future programmes.

TSM [TP04]:

Satisfaction that homes are well maintained

Proportion of respondents who report that they are satisfied their home is well maintained:

Hastoe 2023-24: 61.7%

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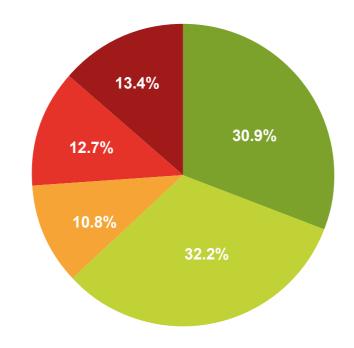
Average (median landlord) 2023-24: 70.8%

Hastoe 2024-25: 63.1%

Very satisfied

Fairly satisfied

 Neither satisfied nor dissatisfied



Maintenance of Grounds and Common Areas

Fairly dissatisfied

Very dissatisfied

To improve our estate and caretaking services, over the last 12 months we have been expanding our Estate Services team. We recruited an Estate Services Manager and have plans to recruit more team members. Our focus is on quality, value for money, health and safety, and resident satisfaction. We are also very grateful to our Resident Representatives (formerly known as Resident Champions), who act as our eyes and ears and who monitor and report, at an early stage, anything we need to know about maintenance, cleaning and repairs in common areas.



TSM [TP10]:

Satisfaction that communal areas are kept clean and well maintained

Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained:

Hastoe 2023-24: 55.3%

Average (median landlord) 2023-24: 65.1%

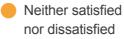
Hastoe 2024-25: 58.8%

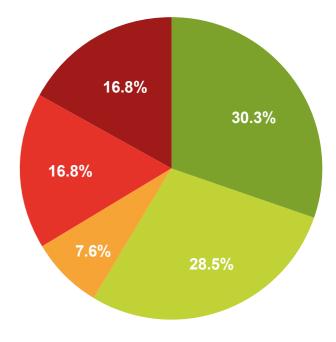
Very satisfied

Fairly dissatisfied

Fairly satisfied

Very dissatisfied





Resident Representatives

If you are a Hastoe resident, you have the opportunity to become a 'Resident Representative' (formerly known as Resident Champions).

Resident Representatives work closely with Hastoe Housing Officers by keeping an eye on the condition of their estate and monitoring the effectiveness of service contracts such as cleaning and repairs at our smaller housing developments.

Karin became a Resident Representative in 2018. While the role is very occasional, she takes on a few practical tasks throughout the year to help things run smoothly.

"After any big storms, I look at the entire roof space from outside to check if any tiles have come loose.

"Once a year, I check the wooden posts that mark the edge of our wilding area, just to see if any are starting to rot and need replacing."

She also takes note of any loose stones, paving issues or wear and tear in the communal areas and lets Hastoe know so these can be addressed.

In the past, Karin has helped her neighbours by keeping an eye on issues with the sewage system, and she continues to stay involved in looking after the shared garden spaces.

Because she works from home, Karin is often around during the day and is happy to lend a hand when needed.

"If someone turns up and looks like they might need a bit of help – usually it's a contractor – I'll pop out to say hello and see if I can point them in the right direction. It's always nice to be able to offer a bit of support."



Karin Baynes Resident Representative

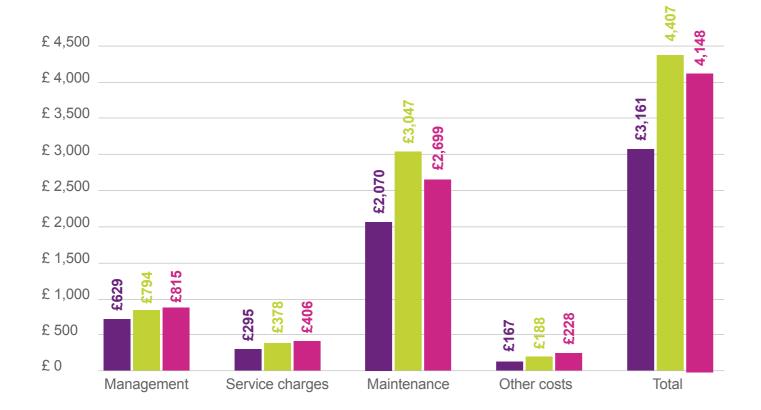
If you're interested in knowing more about becoming a Resident Representative, visit: www.hastoe.com/resident-representatives

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Cost For Us To Maintain A Home

Average cost for us to maintain a home.





Maintenance costs increased in 2022-23 and 2023-24 due to additional home improvement works being completed. This cost reduced in 2024-25.

As a not-for-profit social housing provider, we rely on the income from rents to pay for repairs and home improvements. For many years, increases in social housing rents have been below inflation, but this cannot be sustained. As with other housing associations, Hastoe has faced financial pressures, and increased running and borrowing costs have meant we have had to increase rents. Rent increases enable us to invest more in repairs and home improvements.

Rent collection	2022-23	2023-24	2024-25
Amount collected in social/affordable rent and service charges from tenants	£26.4m	£27.4m	£30.5m
Amount owed by tenants in rent arrears	£684,424	£833,339	£876,281
(percentage of total rent owed)	(2.58%)	(2.96%)	(2.85%)
Rental occupation. This represents the maximum percentage of rent that we would be able to collect in any one year. It means that in 2024-25 we missed out on 0.64% of rent, due to homes being vacant.	99.56%	99.32%	99.36%
Tenants evicted due to rent debt	3	0 (+1 due to ASB)	8

Managing re-lets and new lets

Achieving a quick turn-around of homes when they become vacant means someone in need of a home can be housed more quickly. It also ensures Hastoe doesn't lose rental income that can be used to invest in other tenants' homes. Income from our new homes is invested into our existing homes.

Re-lets and new lets	2022-23	2023-24	2024-25
Number of vacant homes re-let	120	135	177
Number of new lets resulting from building new social or affordable rent homes	21	29	38

While we do what we can to support eligible residents to gain access to a social home, and provide them with financial advice to sustain their tenancy, we also take legal action when we need to recover our property from someone who has broken their tenancy agreement. We require photos of all new tenants as part of an identity check to prevent subletting.



Tenancy Fraud

If you have suspicions that a Hastoe tenant is subletting, please contact our Customer Service Team in confidence. Subletting is a criminal offence and may deny a home to someone who is in greater housing need. Hastoe works with local authorities to investigate incidents of fraud and we will look to prosecute where possible. We will seek to recover our properties from tenants who refuse to surrender their home through civil action in the courts, serving Notices to Quit and Notices of Seeking Possession, where appropriate.

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Develop in rural areas to support the sustainability of rural communities

While Hastoe is committed to maintaining its existing homes to a Decent Standard, we also believe it is equally important for us to continue to build high-quality, energy-efficient rural homes for affordable rent or shared ownership. Residents we consulted about our Business Strategy agreed this should continue to be a priority for 2025-28. These new homes are desperately needed by people who have been priced out of their local area and who otherwise have to live in overcrowded conditions or move away. The development of new homes in England's villages plays a key role in the social and economic development of rural communities.

Rural Housing Manifesto

At the beginning of 2024, a coalition of rural organisations published a Rural Housing Manifesto, with the following findings:



The construction of just 10 affordable homes can generate a £1.4 million boost to the local economy, support 26 jobs, and yield approximately £250,000 in net returns for the Treasury.



Affordable rural homes are a catalyst for vibrant, resilient communities that can grow and contribute to national goals of green growth, nature recovery, and food security.

Hastoe supports the manifesto and you can find a copy on our website at: www.hastoe.com/rural-housing-manifesto

In 2024-25, we were able to start 24 new homes. This is much lower than the 106 we had hoped to start building and was due to the ongoing challenges of market conditions such as increased borrowing costs, difficulties in obtaining materials, shortage of skilled labour, etc. This has led to Hastoe deciding to further slow the pace of development in order to reduce our exposure to financial risk.

We had hoped to complete 106 homes but, again, this was affected by difficulties with supply chains, a shortage of skilled labour and inflationary costs. However, we did provide 71 new homes; a total of 20 built by Hastoe in Suffolk and Cambridgeshire, and a further 39 homes which we bought from housing developers in Devon, Essex. Suffolk and East Sussex.

We aim to start building 90 new homes in 2025-26 and a further 100 homes in 2026-27.

See details of our new homes at www.hastoe.com/building-homes

New homes (for social/affordable rent and shared ownership)	2022-23	2023-24	2024-25
New homes started on site	46	70	24
New homes completed	34	42	71

Finchingfield, Essex

In August 2024, Hastoe took handover of four new homes at The Grange in Finchingfield, Essex, comprising two homes for affordable rent and two for shared ownership. The homes were built as part of a Section 106 agreement, which we deliver in partnership with developers and councils as part of our commitment to meet local housing need.

One of the new tenants was a local man who had previously been homeless, having spent the last few years splitting his time between various hostels, sofa surfing and living in his vehicle.

Mark (not his real name) describes taking the initial call about the Finchingfield home from Hastoe's Housing Officer as "a million-dollar feeling".





Sheepwash, Devon

In July 2024, Hastoe stepped in to save six new, high-quality, rural affordable homes from market sale in the village of Sheepwash, Devon.

The homes, built by Stevens Homes Ltd, were part of a larger development intended for market sale.

Although the six homes had been earmarked for affordable housing at the planning stage, the original housing association that was going to take on the homes under a Section 106 agreement was not able to proceed due to market conditions.

Hastoe stepped in to save the homes from market sale so that the local community continued to benefit, reinforcing our commitment to delivering muchneeded homes to rural communities.

All homes have solar panels installed to reduce energy costs and have shared use of a children's playpark on the site.

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Supporting Local Communities

Hastoe's Community Grant offers up to £250 to help deliver community-based projects that will benefit Hastoe residents and their local communities. We particularly welcome applications from projects that support Hastoe's commitment to sustainability and the environment, such as those that help protect wildlife, preserve green spaces or encourage young people to learn more about the environment.

In 2024-25 we contributed funding towards 16 projects.



West Somerset Railway Association's Annual Steam Fair

West Somerset Railway Association was awarded £250 to fund St John's Ambulance hire for its annual steam fair. The association had previously received a Community Grant in 2023 towards its station repairs.

One of the organisers said: "Not only is the rally our main fundraising event of the year, it also brings together the whole local community for a fun day out, including everyone who volunteers on the West Somerset Railway throughout the year. All monies raised by the Steam Rally will be put back into the maintenance costs of running the heritage railway."

Hearing Help, Essex

Hearing Help Essex was awarded a grant of £250 to help purchase a laptop for its outreach project. The trained outreach team make home visits to housebound individuals who are deaf and hard of hearing. The service supports many Hastoe and other social and sheltered housing residents.

A team member said: "At these visits the skilled team are able to assess the individual's needs, and provide support and guidance around safety, health, and emotional wellbeing. We are currently delivering approximately 1,000 of these visits each year across Essex and we desperately need to buy another laptop to increase our capacity."





Curdridge Reading Room, Hampshire

The Curdridge Reading Room was awarded £250 to fund its playground equipment refurbishments. The regeneration project used the grant to buy a new scramble net. The Curdridge Reading Room is very close to 8 new Hastoe homes and will be used by future tenants.

The Chair of Trustees said: "The project to regenerate the play area at the Reading Room will benefit Hastoe residents and the local community by enhancing the space, making it more attractive to users."

TSM [TP11]:

Satisfaction with Hastoe's positive contribution to the neighbourhood

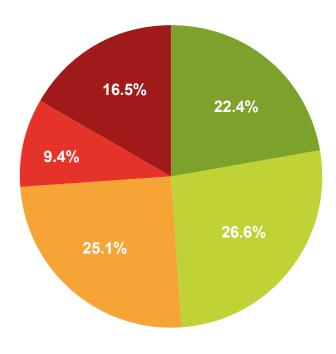
Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood:

Hastoe 2023-24: 49.2%

Average (median landlord) 2023-24: 63.1%

Hastoe 2024-25: 49%

- Very satisfied
- Fairly dissatisfied
- Fairly satisfied
- Very dissatisfied
- Neither satisfied nor dissatisfied





Objective 4



Run a professional and efficient organisation and be an excellent employer

We are committed to improving as an organisation and maintaining business resilience.

Providing value for money

In order to meet the needs of tenants and manage your homes effectively, we will always aim to use our assets and resources wisely. This is how we allocated each pound of the rent you paid in 2024-25.

33p – Financing costs

This is what we spent on repaying the loans we use to finance the building of new homes.

22p – Planned maintenance

This is what we spent on home improvements, such as new roofs, windows or kitchens.

19p – Housing management costs

This is what we spent on managing tenancies, including collecting rent, dealing with antisocial behaviour and carrying out safety checks (plus service charges).

18p – Routine maintenance

This is what we spent on carrying out repairs to your homes.

8p - Reinvested

This is the amount that Hastoe reinvests into our services, existing homes and building new homes.





To compare our spending with last year, go to www.hastoe.com/annual-report

Governance and Financial Planning

Hastoe Group is registered with, and regulated by, the Regulator of Social Housing. On 1 March 2022 we adopted the UK Corporate Governance Code and each year the Group is reviewed annually against the regulatory code. Following an inspection by the Regulator of Social Housing in the spring of 2025, Hastoe retained the highest regulatory ratings a housing association can achieve for governance (G1).

We have continued to reduce exposure to risk and strengthen our medium-term financial plan through sensible growth and effective use of our assets.

For further details about Hastoe's finances, accounts, management costs and the Board and Directors' remuneration, see our Financial Report and Group Financial Statements:

www.hastoe.com/financial-performance



Business Systems

We have continued to improve and refine our business systems. We have made improvements that allow our Housing Officers to carry out estate inspections more easily. We have also updated our processes for managing damp and mould cases, to accommodate changes in requirements and make the process easier for tenants.

Employee Engagement

Hastoe's workforce remains stable, at 110 employees. The last staff satisfaction survey, which we ran in June 2025, showed 93% of our employees believe Hastoe is a good employer.

We recognise that people perform at their best when they have clarity, are equipped and empowered to fulfil their role, feel listened to and appreciated, and when they are engaged. Although our employees work in many different roles and, for the most part, away from an office and in very different parts of the country, we make sure there are plenty of opportunities to meet in person.

In addition to individual, team and departmental meetings that were held throughout the year, managers met twice as a group with the Executive Team, and we organised two Connect Days to bring all employees and Board members together to share ideas, information and recognise achievements. In addition, the CEO and Executive Team provided ad-hoc briefings and Q&A sessions for all employees (e.g. on the Business Strategy).

Hastoe's Staff Forum, our employee voice group, is now very active and represents employee interests to senior management.

We remain committed to providing ongoing training and CPD for our employees and encourage everyone to study for a relevant professional qualification.

Our aim is to further reduce staff turnover and increase the percentage of new starters who remain with Hastoe one year after joining us. As part of this, we reviewed the observations made in a previous Housing Diversity Network report about equality, diversity and inclusion (EDI), and our HR team is now working with employees and the Staff Forum to develop a programme of activities that provides an opportunity to celebrate EDI in a way that reflects our employees' values and beliefs.







If you would like to receive this document in an accessible format, please contact **communications@hastoe.com** or call the Customer Service Team. We also welcome your feedback on the format, design and content of this Annual Report.

