

Annual Report for Tenants 2025-26

How we did between
1 April 2025 and 31 March 2026



The purpose of this Annual Report is to show clearly how Hastoe is delivering for you, and to demonstrate our progress against the plans we set out in our Business Strategy 2025-28.

The report aims to ensure tenants can see how we are performing and improving our services in relation to the Consumer Standards and Tenant Satisfaction Measures introduced by the Regulator of Social Housing on 1 April 2024.

We have reported our performance in this report under the same headings of the four strategic objectives in our Business Strategy 2025-28.

We hope you enjoy reading about our performance and welcome your feedback on how we can continue improving the services we offer you.

Welcome

In 2025-26, we have met, talked and listened to as many of you as possible, helping us identify what and where we can make improvements.

This engagement will continue at pace over the next year, as we know the only way to truly improve our services is to hear how residents experience them, first hand.

We do this because we are striving to improve our overall customer satisfaction, which is currently at 65.8%. Whilst an improvement on our 2024-25 results, we know this is not good enough.

Using your feedback, we have introduced a raft of changes and inevitably these take a while to implement and become effective. We hope this is the year that you feel more of the benefits of the hard work carried out by all our colleagues.

We will continue to strive to put customers at the centre of what we do, and we will look to invest in more resources and improvements in the coming year.

We thank you for your valued feedback and look forward to improving our services to you over the coming year.

Lindy Morgan

Chair of the Board



Our overall customer satisfaction has increased to 65.8%, demonstrating that we are making improvements and that our colleagues have been working hard to deliver a good service to you.

However, we always strive to do better. Our consumer standard rating, awarded by the Regulator of Social Housing, remains at C2. We are ambitious in our goal to move this up to C1, the highest we can achieve, to demonstrate that we are making improvements to the service you receive.

In the last year, we have delivered improvements across our repairs service, with the procurement of smaller, more local contractors helping to improve our offer; and we have also improved the flow of information we are sharing with residents on repairs, amongst other areas. Following your feedback, we have tightened up our planned works process and reviewed and refined many of our policies and procedures. Nonetheless, there remains room for improvement across the board.

Delivering an excellent customer experience is our absolute focus. You are at the heart of what we do, and we want you to feel safe, secure and heard.

To help us get there, we commit to continue engaging with you in a variety of methods; as only with your feedback can we identify what is going well and where we need to improve.

Liz Cook

Interim Chief Executive



About Hastoe

Purpose, vision and values

Hastoe's **purpose** is 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** is that everyone should have a comfortable and safe home within a sustainable community.

Our five **values** describe the way in which we operate and relate to others. These values form an intrinsic part of our identity and are reflected in our strategic objectives:

- Customer-inspired
- Open and transparent
- Professional
- Passionate
- Enterprising

Our four strategic objectives for 2025-26 were:

1. Deliver good-quality services for our residents that meet their needs
2. Maintain and invest in safe, energy-efficient homes
3. Develop homes in rural areas to support the sustainability of rural communities
4. Run a professional, efficient organisation and be an excellent employer

For further information, visit:

www.hastoe.com/business-strategy

www.hastoe.com/financial-performance



How we measure our performance

We measure our performance to include the requirements of the Consumer Standards, which were introduced by the Regulator of Social Housing on 1 April 2024. Tenant Satisfaction Measures (TSMs) form part of this wider regulatory framework. At Hastoe, we will continue developing our operations, to evolve and improve the service you receive as our customers.

Tenant Satisfaction Measures (TSMs)

The TSMs are made up of 12 tenant perception measures (coded TP01-12) and these are measured by asking our tenants their opinions of our services. There are also 10 further measures which are made up of performance information. All the measures are monitored on an annual basis by the Regulator of Social Housing. 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. It also helps us understand how we are performing compared to other landlords.

Tenant satisfaction survey 2025-26

We commissioned an external expert survey company (The Leadership Factor) to conduct surveys of residents, together with surveys carried out by Hastoe staff, between

1,094 tenants were surveyed, out of a total of 4,293. Customers were asked questions about how satisfied they were with the service Hastoe provides.

We chose survey respondents in a way that fairly reflected our tenant population. We used the following characteristics to help make sure the results were representative:

- Age
- Gender
- Type of home, e.g. flat, house, bungalow.
- Repair contractor

Hastoe is confident that the number of surveys received from the different groups ensured that the results were representative of our tenant population, except in relation to age. The age profile of the people who

responded was different from Hastoe's overall tenant population, especially in the 26-35 and 66-75 age groups. To make the results fairer, we adjusted the responses for each age group. This slightly reduced the overall satisfaction score.

The results of each of the questions asked in the tenant satisfaction survey 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 2024-25 tenant satisfaction results for comparison throughout this report, as well as the average (median landlord) perception TSM results for 2024-25, as reported by the Regulator of Social Housing.

For more information, visit www.gov.uk/government/statistics/tenant-satisfaction-measures-202425

Management information measures 2025-26

The 10 management information measures are also listed under the relevant sections in this Annual Report. This performance data was collected at the end of the financial year which, in this case, ran from 1 April 2025 to 31 March 2026.

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 written by the Regulator of Social Housing and all social landlords have to deliver the requirements of these standards. They are made up of 4 standards:

- 1. Safety and Quality Standard:** This focuses on meeting health and safety requirements, requiring Hastoe to understand the condition of your homes and to make sure that we deliver effective repairs and improvement services.
- 2. Transparency, Influence and Accountability Standard:** This requires landlords to be open with their tenants and treat them with fairness and respect. It sets out the standards Hastoe must meet with resident engagement, managing complaints, providing information and measuring performance.

3. Neighbourhood and Community

Standard: This sets out how we should manage cases of antisocial behaviour and how we should maintain communal areas.

- 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; 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 consumer grade. This means that we comply with the consumer standards, but the Regulator believes there are improvements we need to make to our services. For more information about our inspection results, go to www.hastoe.com/regulator

Our four strategic objectives for 2025-26



Objective one

Deliver good-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 Hastoe colleagues have with residents, we receive feedback from our Resident Representatives, and we organise activities throughout the year so that you can speak directly to our Board Members and Executive Team, either where you live, online or over the phone.

In 2025-26, our Executive Team spoke with 30 residents as part of our phone days to discuss unresolved repair issues. This is a significant reduction in callers for phone days over the last two years, coinciding with improved complaint handling and better tracking of outstanding repair orders. Although the numbers are small, phone days remain an important way for the Executive team to hear resident voices and understand where improvements are required.

We also held a number of online engagement sessions on specific matters that we know are important to tenants. These matters included building safety, complaints, development of our [Business Strategy](#) and reviewing performance measures. We also organised online meetings for members of our disability forum and would continue encouraging residents with disabilities to engage with us so we can keep improving our services.

In addition, we continued our programme of visits to specific areas where we know satisfaction with repairs is low, many of which were attended by our Executive team and Board members. We ask our repairs contractors to also attend these events, to complete easy-to-fix repairs on the day, accompanied by an appropriate mix of colleagues to address other known issues. These visits provided us with many different opportunities to listen to your experiences and to learn how we can make improvements.

We have also introduced a series of tenancy

audits, when our Housing Team visits estates where there are tenancy management or estate services issues, or where we have not had any contact with a tenant for a long time.

In 2026-27, we commit to organising a similar range of activities, to ensure your voices remain at the heart of our decision-making.

Help us improve our services and develop our Business Strategy by sharing your feedback and getting involved in our consultations. For details go to www.hastoe.com/get-involved

Your feedback in action

Between April 2025 and March 2026, we brought in many changes and improvements based on the feedback we heard from you. These included:

Improved transparency and information

- In response to feedback received from

our tenant newsletter, Hastoe now publishes details of our response times to queries submitted via MyHastoe.

- We published explainer videos on a range of topics, including antisocial behaviour and how to get the most out of your MyHastoe account.
- In response to your requests, we published our No Access Procedure for safety checks and servicing.
- Following an online resident meeting about building safety, we created a webpage featuring our high-rise blocks. This page also allows residents to report changes in their evacuation needs straight to our Housing Team.

Policy and procedure reviews

- Directly influenced by tenant consultation, we published an updated ASB Policy, which also includes our Unacceptable Behaviour Policy. This was published in conjunction with an ASB FAQ document and explainer video.
- Following feedback from our disability focus group, we reviewed our Aids and Adaptations Policy. As part of this review,

we increased the amount we will pay for minor improvements. This was a direct result of your feedback.

Improved contractor performance and better transparency on repairs

- In response to your feedback on repairs, we continually review and procure new contractors, taking steps to remove poorly performing contractors more quickly. We now publish details of the performance of our repair contractors and we update this information every month.
- Our Repairs Officers are now called Property Maintenance Surveyors, to better reflect their role in monitoring and managing our contractors. We are recruiting additional team members to improve the service.
- We published information explaining how long a full heating system replacement may take and the reasons behind the timescales.

Planned works

- Kitchen and bathroom replacement surveys can now be completed online for

easier access. All residents still have the option to call our Customer Service Team and complete the form on the phone if preferred.

Website improvements

- We updated the accessibility toolbar on our website to the Recite Me assistive toolbar, to help all visitors to our website to customise their experience in a way that best suits their needs.
- In 2026-27 we will be relaunching our website, and in 2025-2026 we started consulting residents about this.

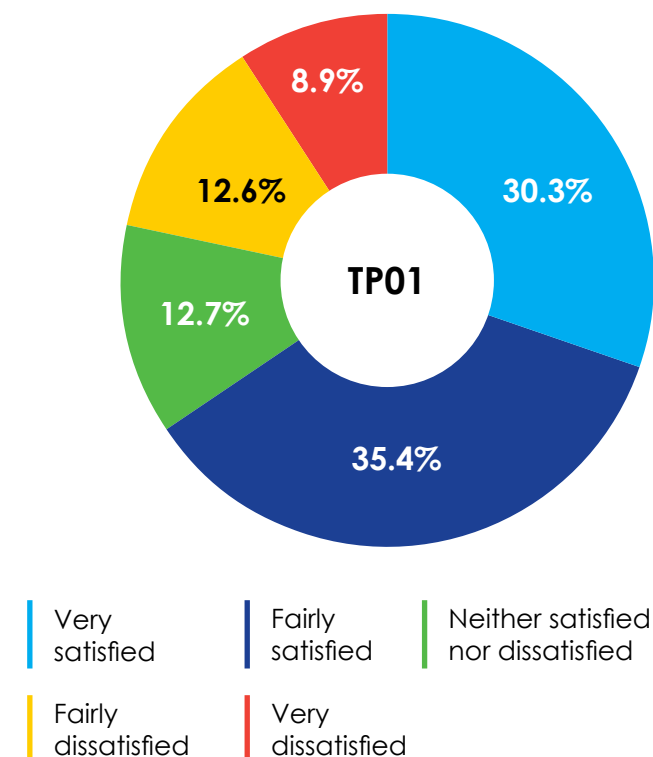
To find out more, please visit www.hastoe.com/your-feedback

The tenant satisfaction survey carried out during the summer and autumn of 2025 showed that 65.8% of you were satisfied overall. This was an increase of 2% on the previous year. Most improvements have been due to us being more proactive in keeping you informed and improving our complaints handling. However, we know we still have more to do.

TSM [TP01]: Satisfaction with overall service

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

- Hastoe 2024-25: 63.9%
- Average (median landlord) 2024-25: 71.8%
- **Hastoe 2025-26: 65.8%***

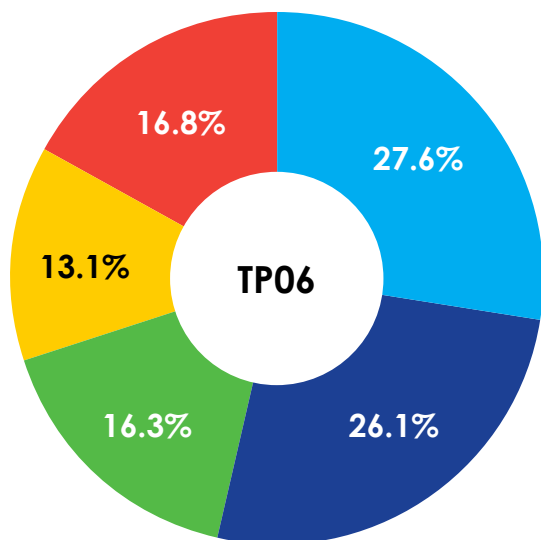


* Figure rounded to nearest decimal place

TSM [TP06]: Satisfaction that Hastoe listens to tenant views and acts upon them

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

- Hastoe 2024-25: 52.4%
- Average (median landlord) 2024-25: 61.6%
- Hastoe 2025-26: 53.8%***



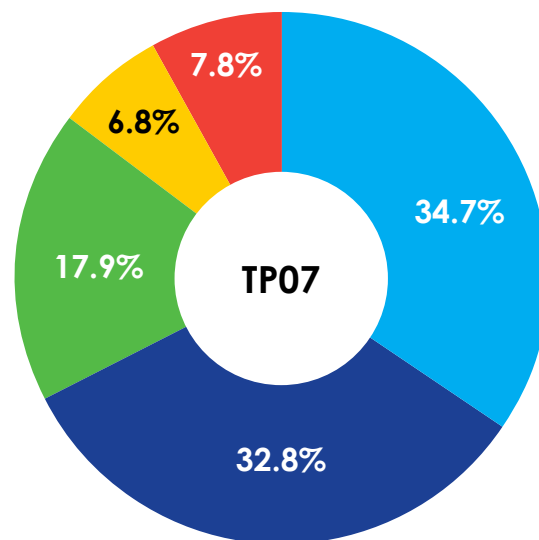
Very satisfied Fairly satisfied Neither satisfied nor dissatisfied
Fairly dissatisfied Very dissatisfied

* Figure rounded to nearest decimal place

TSM [TP07]: Satisfaction that Hastoe keeps tenants informed about things that matter to them

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

- Hastoe 2024-25: 65.4%
- Average (median landlord) 2024-25: 72.0%
- Hastoe 2025-26: 67.5%***



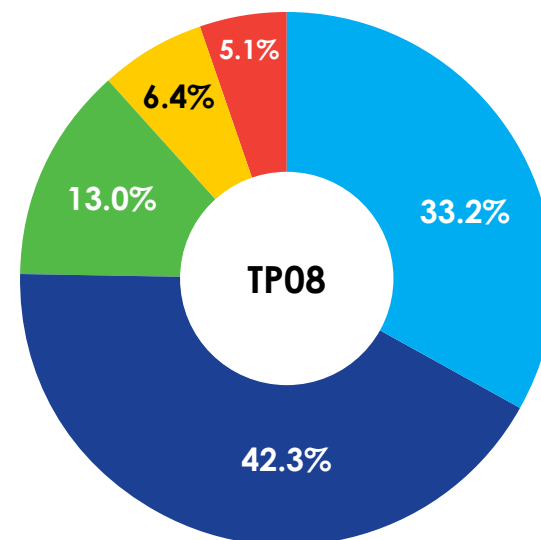
Very satisfied Fairly satisfied Neither satisfied nor dissatisfied
Fairly dissatisfied Very dissatisfied

* Figure rounded to nearest decimal place

TSM [TP08]: Satisfaction that Hastoe treats tenants fairly and with respect

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

- Hastoe 2024-25: 71.5%
- Average (median landlord) 2024-25: 77.9%
- Hastoe 2025-26: 75.5%***



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

* Figure rounded to nearest decimal place



Customer service

Call centre and MyHastoe

In 2025-26, average call waiting time into our Customer Service Team was 2 minutes and 16 seconds.

More tenants continue to register for a MyHastoe online account. This enables them to self-serve at any time of day or night, from reporting repairs to making payments, and helps free up our Customer Service Team to answer more complex queries.

Number of customers registered:

2023-24: 3,929

2024-25: 4,423

2025-26: 5,053

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.

To set up a MyHastoe account, go to www.myhastoe.com. You only need your email address, date of birth and customer reference number, which you can find on any correspondence from Hastoe.

Watch our videos explaining how to set up your account at www.hastoe.com/myhastoe

If you are still having difficulty setting up your account, call our Customer Service Team on **0300 123 2250** during office hours.

Accessible services

Hastoe offers services to meet the needs of residents with different needs:

- We offer a large print service for customers on request.
- On our website, the Recite Me assistive toolbar helps create a more inclusive online experience by giving visitors the ability to personalise website content to suit their individual needs, with features including text-to-speech, translation, reading support, and visual customisation tools.
- Our Customer Service Team can provide support via a translator if needed.
- We can provide minor adaptations to your home to make it more accessible.

We have been engaging with tenants with disabilities and vulnerabilities via our disability focus group, to help us further improve access to our services. We would still love more tenants to get involved in sharing their feedback. If you can help, please get in touch. Call **0300 123 2250** or see more details at www.hastoe.com/get-involved

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.

If you are not sure whether a 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

Resident support

Benefits and welfare support

We know many of you are facing considerable financial pressure and we continue to provide free-of-charge support where we can. In 2025-26, advice was offered to 355 residents and, of these, 285

took up our offer. Our Benefits and Welfare Advisors helped tenants claim almost £277,325 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

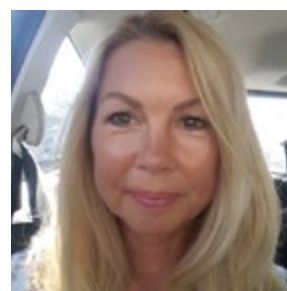
Case study

Sarah Allen, one of our Benefits and Welfare Advisors, recently supported an older resident who was struggling with rent arrears, rising energy costs and accessing support services. The resident had significant energy debt, limited access to technology and no local family or support network. Through patient and consistent support, Sarah helped set up manageable payment arrangements, secured additional welfare benefits worth around £400 per month, and successfully obtained a £2,000 energy hardship grant that significantly reduced the household's debt and monthly bills.

Working closely with the resident's Housing Officer and external agencies, Sarah also supported the resident with safeguarding concerns, applications for more suitable

housing and referrals for additional care and support services. This included navigating complex online systems, gathering evidence and advocating on the resident's behalf with local authorities and support teams.

Although the rehousing process is ongoing, the resident's financial situation has improved considerably, and they are now receiving the support needed to help them live more safely and independently. This case demonstrates the important role our Benefits and Welfare advisors play in supporting residents through challenging and often complex circumstances.



Sarah Allen, Hastoe

Managing Antisocial 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 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 169 reports of ASB in 2025-26. We also consulted with residents in advance of updating our ASB policy and Frequently Asked Questions, which have now been published. You can read this at www.hastoe.com/asb

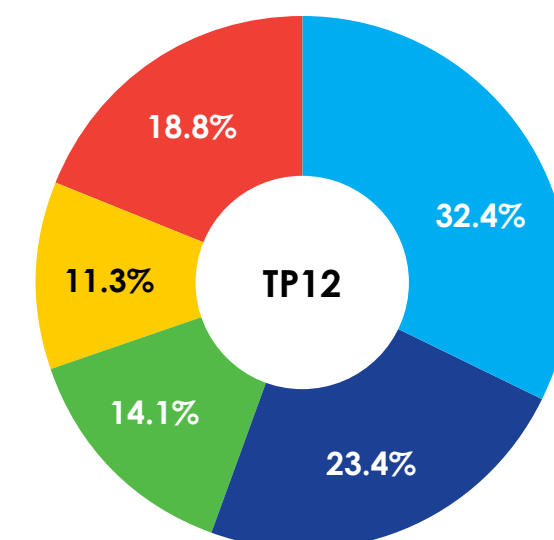
Management information measures

- Number of antisocial behaviour cases, opened per 1,000 homes [NM01(1)]: 32.6
- Number of antisocial behaviour cases that involve hate incidents opened per 1,000 homes [NM01(2)]: 0.2

TSM [TP12]: Satisfaction with Hastoe's approach to handling antisocial behaviour

Proportion of respondents who report they are satisfied with their landlord's approach to handling antisocial behaviour:

- Hastoe 2024-25: 56.8%
- Average (median landlord) 2024-25: 59.5%
- **Hastoe 2025-26: 55.8%***



* Figure rounded to nearest decimal place

Complaints handling

As well as helping residents when things go wrong, the focus of our complaints service is to learn lessons so we can improve services for all of you. Complaints provide us with a valuable way of identifying where we can improve our services.

In addition to learning from individual complaints, we have a Complaints Scrutiny Panel, comprising residents, members of the Executive Team and members of the Hastoe Board. The panel reviews good practice from the Housing Ombudsman Service and considers how we may implement this at Hastoe. This group meets twice a year; we publish the minutes online and are always looking to increase attendees.

In the last year, we received 367 complaints, which have highlighted the following areas for improvement:

- We need to improve repairs oversight, inspections and follow-up.
- We need to strengthen contractor management, standards and enforcement.

- Resident communications on repairs, development issues, planned works and major works need to be improved.
- We will review and update damp and mould procedures, with staff training.
- We need to increase communal area inspections and scheme-level engagement.
- We will provide additional contractor and staff training on key processes.
- Our housing policies need reviewing and updating, including pets and allocations.
- We need to deliver ASB training and strengthen ASB case handover arrangements.
- We will improve our use of formal communication channels for resident contact.

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

Annual Complaints Report and Self-Assessment

Every year we undertake a self-assessment of our complaints service against the Housing Ombudsman's Complaint Handling Code, to ensure we comply. Our full self-assessment and Annual Complaints Performance and Service Improvement Report is updated every year on our website and can be read at www.hastoe.com/complaints-self-assessment

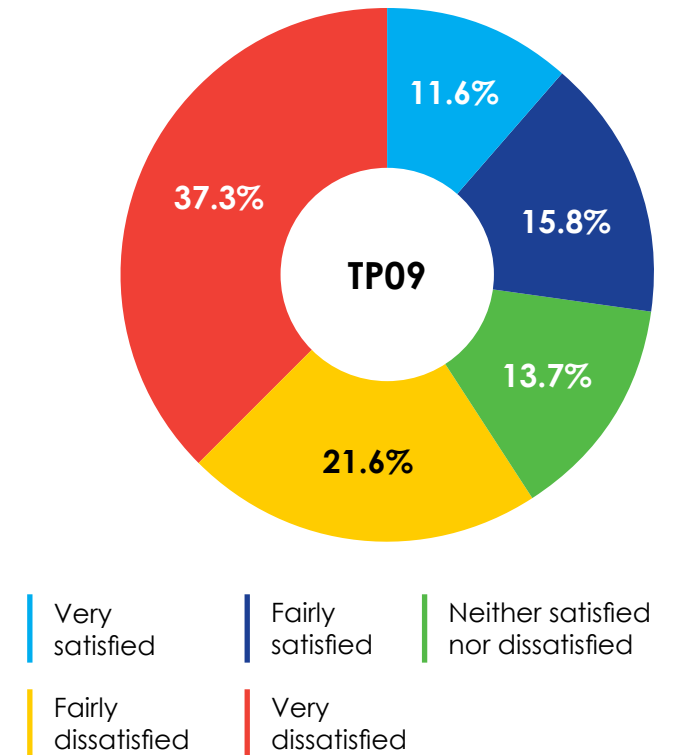
Management information measures

- Number of stage one complaints received per 1,000 homes [CH01(1)]: 62.0
- Number of stage two complaints received per 1,000 homes [CH01(2)]: 13.3
- Proportion of stage one complaints responded to within the Complaint Handling Code timescales [CH02(1)]: 95.1%
- Proportion of stage two complaints responded to within the Complaint Handling Code timescales [CH02(2)]: 100.0%

TSM [TP09]: Satisfaction with Hastoe'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 2024-25: 33.3%
- Average (median landlord) 2024-25: 35.5%
- **Hastoe 2025-26: 27.4%***



* Figure rounded to nearest decimal place

Objective two

Maintain and invest in safe, energy-efficient homes

You have told us you think your homes are safe, of good quality and that you like your neighbourhood. However, we are not complacent, and we will continue to make improvements and pay particular attention to issues such as damp and mould.

Safety

Tenant safety remains our top priority, and we continue to invest in fire safety and building safety works. Our Building Safety Group, comprised of residents who live in our tall blocks of flats, meets every six 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 2025-26, we created a separate webpage about our high-rise buildings, to help residents take simple steps

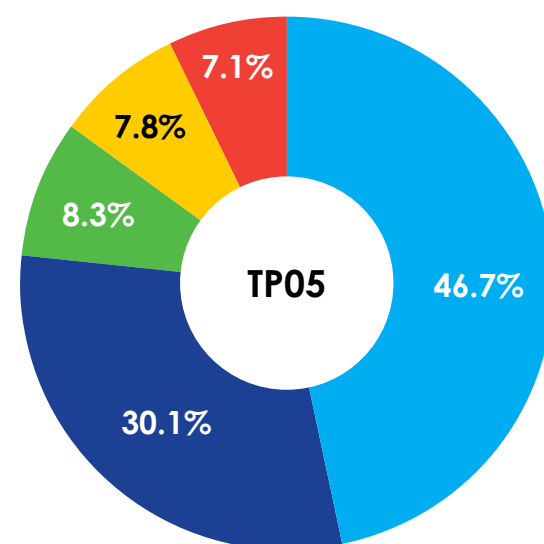
to stay safe in their blocks:
www.hastoe.com/hrb

In 2025-26, we spent £6.5m on safety and quality works for our existing homes.

TSM [TP05]: Satisfaction that the home is safe

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

- Hastoe 2024-25: 76.2%
- Average (median landlord) 2024-25: 77.6%
- Hastoe 2025-26: 76.8%***



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

* Figure rounded to nearest decimal place



Safety compliance: management information measures

	2023-24	2024-25	2025-26
% residential buildings meeting Decent Homes Standard [RP01]	99.6%	99.6%	99.3%
% homes for which all required Fire Risk Assessments have been carried out [BS02]	96.2%	93.9%	100.0%
% of communal water facilities with valid risk assessment [BS04]	97.4%	78.9%	89.4%
% of communal passenger lifts with a Loler check [BS05]	100.0%	97.4%	65.9%
Residential buildings with valid gas certificates [BS01]	99.1%	99.0%	99.2%
% of residential blocks with asbestos risk assessment [BS03]	100.0%	86.5%	100.0%
% of residential dwellings and blocks with valid electrical safety check	99.2%	99.6%	99.7%

Repairs service

In 2025-26, we raised 15,790 repair orders, and there were 236 repair-related complaints, representing 1.45% of all repair orders raised. We set a minimum target of 90% of repairs to be completed on time and in 2025-26, we achieved 90.9%. The complaints we receive are often specific to certain contractors and recurring issues, such as heating.

We use a range of contractors to ensure we can cover a wide geographic area and provide specialist services, such as working with renewable sources of energy. We are looking to increase the number of reliable, local contractors we use to carry out repairs and grounds maintenance.

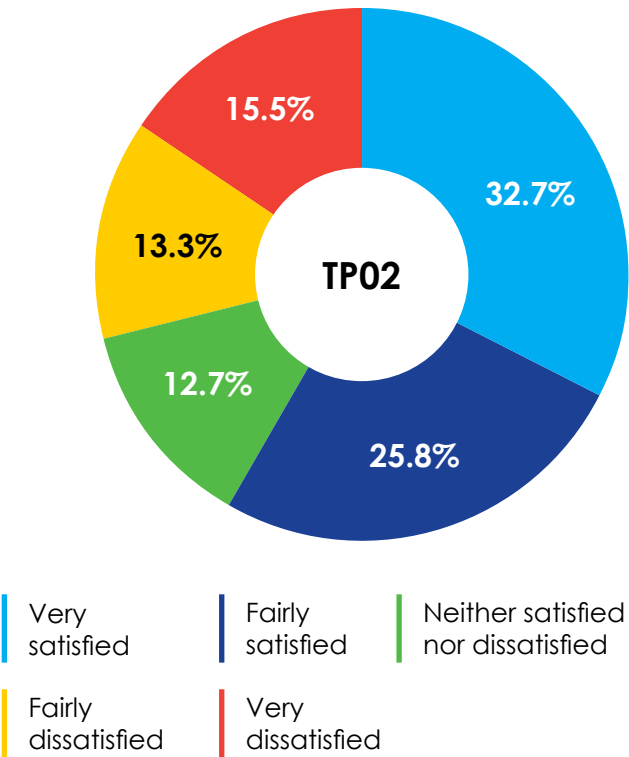
Each contractor works to a set of key performance indicators, allowing us to monitor their performance closely and quickly address any issues. If a contractor is not performing to our high standards, we will find another one to do the job. In response to your requests, we are now publishing details every month of the [performance of our repair contractors](#).

You have also told us you want more regular updates about progress on repairs. 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. We continue to use a proactive follow-up system to ask tenants if their repairs have been completed, and to standard, and we are recruiting more Property Maintenance Surveyors (formerly known as Repairs Officers) to ensure repairs are done satisfactorily.

TSM [TP02]: Satisfaction with overall repairs service

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

- Hastoe 2024-25: 61.7%
- Average (median landlord) 2024-25: 73.6%
- **Hastoe 2025-26: 58.5%***

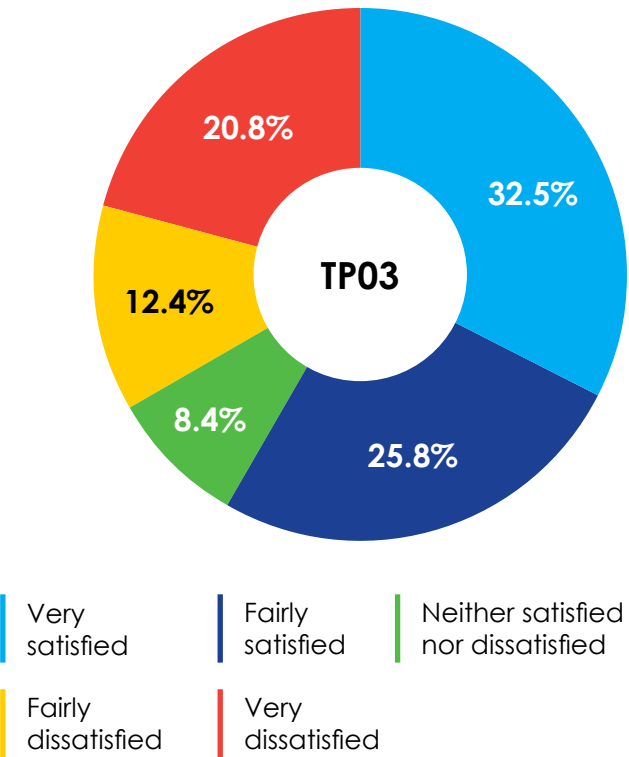


* Figure rounded to nearest decimal place

TSM [TP03]: Satisfaction with the time taken to complete 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 2024-25: 54.4%
- Average (median landlord) 2024-25: 69.5%
- **Hastoe 2025-26: 58.3%***



* Figure rounded to nearest decimal place

Repairs completed	2023-24	2024-25	2025-26
Number of responsive repairs in total	17,145	15,224	12,821
% of emergency responsive repairs completed on time* [RP02]	71.7%	86.9%	94.2%
% of non-emergency responsive repairs completed within timescales** [RP02]	74.7%	80.3%	90.2%
% of all repairs completed on time	74.2%	81.5%	90.9%

* emergency repair timescale is within 24 hours.
** non-emergency repair timescales are as follows: P2 – 12 days, P3 – 30 days and P4 – 92 days.

Planned home improvements

Planned works include health and safety works, external decorations and the replacement of components such as kitchens, bathrooms, heating systems and windows. Our programme for replacing them is based on how long they are expected to last.

Each year we carry out hundreds of improvements and invest more than £6 million in our existing homes.

In 2025-26, we completed planned and ad hoc capital works to over 600 properties and commenced works to a further 800 properties, with most works that are already underway carrying forward into 2026-27.

Completed planned home improvements

	2024-25	2025-26
Kitchens	69	43
Bathrooms	16	16
Heating	261	114
Windows/doors on individual properties	203	124
Redecoration	152	232
Re-roofing (blocks)	0	0
Other	N/A	75
Total	708	447

The health and safety of all our residents is of critical importance to us. We prioritise 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.

We review the condition of all our homes every five years, and this information is used to plan whether we replace individual components e.g. kitchens, bathrooms etc. We have commissioned Rand Associates to update records of the condition of all our homes. They are due to complete these inspections by autumn 2026 and the results will help us plan our future programme for maintenance and home improvement works.

In 2025-26, the Planned Works team explored new opportunities to engage with customers on current and upcoming planned works. This included:

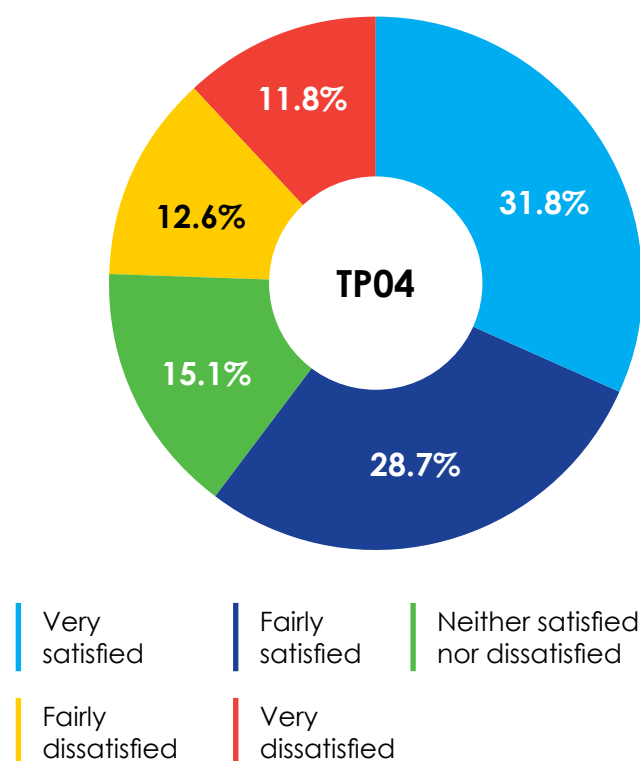
- Consultations for large or complex projects in the lead-up to and throughout the project.

- Email surveys for customer satisfaction with planned works, as opposed to text message surveys. This resulted in a 45% improvement in responses. Of those who responded, 100% are satisfied with the planned works completed and 66% of customers gave a 5/5 review.
- A QR code and online form to collate customer choices for kitchens. To date we have already received 80% of replies, with the majority of customers completing the forms online themselves and not needing to phone through to Hastoe for assistance.

TSM [TP04]: Satisfaction that homes are well maintained

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

- Hastoe 2024-25: 63.1%
- Average (median landlord) 2024-25: 71.9%
- Hastoe 2025-26: 60.5%***



* Figure rounded to nearest decimal place

Maintenance of grounds and common areas

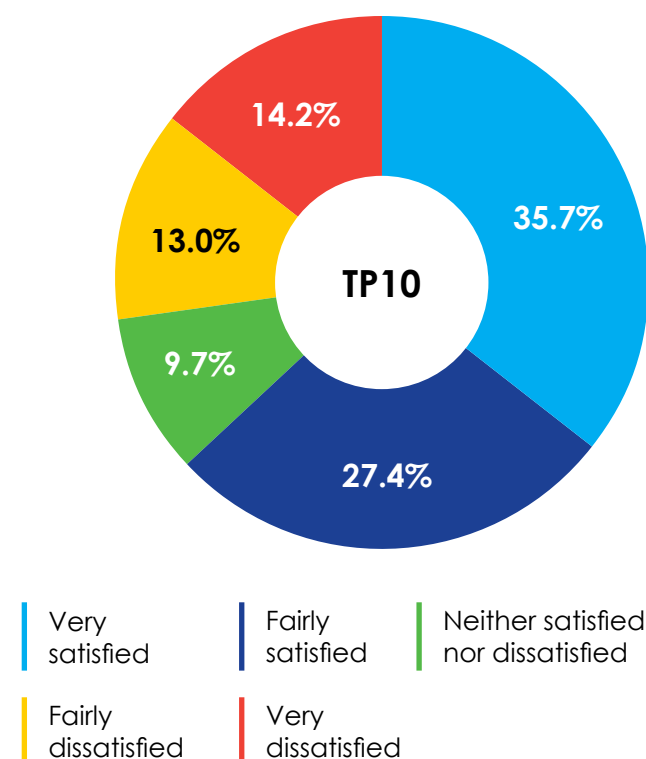
To improve our estate and caretaking services, we continue to expand our Estate Services team. We are recruiting an additional Estate Services Manager in our East Region and, following our consultation with residents, we will be increasing the number of directly employed caretakers. We are also very grateful to our Resident Representatives, who work closely with our Housing Officers by keeping an eye on the condition of their estate and monitoring the effectiveness of cleaning and grounds maintenance contracts.

Interested in becoming a Resident Representative? Visit www.hastoe.com/resident-representatives

TSM [TP10]: Satisfaction that communal areas are kept clean and well maintained

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

- Hastoe 2024-25: 58.8%
- Average (median landlord) 2024-25: 66.7%
- Hastoe 2025-26: 63.1%***



* Figure rounded to nearest decimal place



Cost for us to maintain a home

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.

Average cost for us to maintain a home:

	2023-24	2024-25	2025-26
Management	£794	£815	£815
Service charges	£376	£406	£398
Maintenance	£3,047	£2,699	£2,243
Other costs	£188	£228	£186
Total	£4,407	£4,148	£3,723



Rent collection

	2023-24	2024-25	2025-26
Amount collected in social/affordable rent and service charges from tenants	£27.4m	£30.5m	£32.13m
Amount owed by tenants in rent arrears (% of total rent owed)	£833,338 (2.96%)	£876,281 (2.85%)	£731,576 (2.28%)
Rental occupation. This represents the maximum percentage of rent that we would be able to collect in any one year. It means that in 2025-26, we missed out on 0.09% of rent, due to homes being vacant	99.32%	99.36%	99.91%
Tenants evicted due to rent debt	0 (+1 due to ASB)	8	3

Managing re-lets and new lets

Achieving a quick turnaround 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. In 2025-26, we re-let our vacant homes in half the average time it took the previous year.

Income from our new homes is invested into our existing homes.

Re-lets and new lets

	2023-24	2024-25	2025-26
Number of vacant homes re-let	135	177	149
Number of new lets resulting from building new social or affordable rent homes	29	38	34

Tenancy fraud

We keep on record the photograph provided by new tenants for the duration of their tenancy. Identification of residents is checked during a tenancy audit or where suspicions of tenancy fraud are raised.

If you have suspicions that a Hastoe tenant or shared owner is renting out their home to another person, please contact our Customer Service Team in confidence. Subletting is a criminal offence and

may deny a home to someone who is in genuine 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 or shared owners, by seeking possession of the home through the courts.



Objective three

Develop homes in rural areas to support the sustainability of rural communities

Hastoe is committed to maintaining its existing homes to a Decent Standard, but we also believe it is important for us to continue to build high-quality, energy-efficient rural homes for affordable rent or shared ownership. Those of you who joined our Business Strategy consultation agreed this should continue to be a priority for Hastoe in 2026-29.

As a founding member of the Rural Housing Alliance, we work closely with communities, councils and a range of other partners to build new homes for local people, many of whom may otherwise be priced out of their local area. Listening to local people and working in close partnership is a key part of our success. We are a passionate supporter of rural communities, and our new homes enable local people to remain within their communities and keep rural services sustainable.

Our focus continues to be the delivery of new homes in rural communities through:

- Rural Exception Sites: a small site used for affordable housing in perpetuity where sites would not normally be used for housing. To build these types of homes, we need to work in close collaboration with local communities, be it through parish councils, community land trusts or other community-based stakeholders. We also rely on funding from other organisations, for example Homes England (the government's housing and regeneration agency), and sometimes local authorities.
- Section 106 schemes: affordable housing units offered to us by developers as part of planning obligations. We only partner with local developers in rural areas.

We also build selected developments in larger villages and market towns that serve their surrounding areas. All opportunities for development are assessed carefully to ensure they are well aligned with Hastoe's service delivery and offer good access to essential services.

In 2025-26, we started 36 new homes. We completed 58 new homes, 33 built by Hastoe in Suffolk and Hampshire and 25 bought from housing developers in Devon.

In 2026-27, we aim to start building 97 new homes and complete 84.

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



New homes (for social/affordable rent and shared ownership)

	2023-24	2024-25	2025-26
New homes started on site	70	24	36
New homes completed	42	71	58



Curdridge, Hampshire – a rural exception site

In the autumn of 2025, Hastoe opened eight new affordable homes in Curdridge, Hampshire, a project that was the culmination of 15 years of collaboration between Curdridge Parish Council, Winchester City Council, Action Hampshire, landowner Rob Medway and Hastoe.

The land is a rural exception site: a small site

used for affordable housing in perpetuity, where sites would not normally be permitted for housing. Rural exception sites address the needs of the local community by accommodating households who are either current residents or have an existing family or employment connection. The new homes were prioritised for applicants with a local connection to Curdridge.

All homes were built to Hastoe’s New-Build Standard. The properties comprise five for Social Rent (2 x one-bedroom flats; 3 x two-bedroom houses) and three for shared ownership (2 x two-bedroom houses; 1 x three-bedroom house).

During the build, the development also offered opportunities to engage with the wider community, including a visit for local schoolchildren; an event for other Hampshire

councils with an interest in building more affordable housing in their parishes; and a broadcast feature on BBC Politics South.

Landowner Rob Medway said: “Curdridge is missing so much because younger people can’t afford to live here, so these new homes are so worthwhile. The school, the church, the village hall; these all need families, to help our community thrive.”

Curdridge won the Best Housing Solution Award at the CPRE Hampshire Countryside Awards 2025.

North Devon has shown real foresight by prioritising Social Rent homes and giving priority to local people through its Section 106 delivery. These homes demonstrate how Section 106 agreements can successfully address rural housing need in the same way as a rural exception scheme.

Hastoe partnered with North Devon District Council and Cavanna Homes Ltd to provide



North Molton, Devon – a Section 106 development

Hastoe partnered with North Devon District Council and Cavanna Homes Ltd to provide

11 affordable homes on a 39-home site in the village of North Molton.

The homes were built as part of a Section 106 agreement, meaning they are set aside as affordable housing. To qualify, tenants needed to meet specific criteria, such as having a local connection to the area, being below a certain income threshold, or being on the housing register.

Nine of the homes are offered at Social Rent, which is the most affordable form of social housing. Social Rent levels are typically 50-65% of local market rates and are significantly lower than Affordable Rent levels (up to 80% of local market rates). This means they are genuinely affordable for local residents, helping ensure that people on lower incomes can access and sustain a home in the area.

North Devon has shown real foresight by prioritising Social Rent homes and giving priority to local people through its Section 106 delivery. These homes demonstrate how Section 106 agreements can successfully address rural housing need in the same way as a rural exception scheme.

A North Molton resident says: “I was sofa surfing when I found out I was pregnant with twins. The chances of getting somewhere in the village are few and far between. Most people have to move into bigger towns and away from their community. If these homes hadn't been built, we wouldn't have been able to afford to stay in the village.”

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 2025-26 we contributed funding towards 15 projects.



Hands of Hope 'Grow, Cook, Care, Share', Kent

Hands of Hope was awarded £250 to fund their 'Grow, Cook, Care, Share' project. They have received two Community Grants in previous years towards their growing buddies project and garden wall repairs.

One of the organisers said: “Grow, Cook, Care, Share is providing multiple positive outcomes for adults and children living with food poverty, physical and mental health conditions, unemployment, and social isolation, by engaging beneficiaries in social skills and wellbeing activities linked to growing, cooking, food preservation and nature.”



Powerstock Open Gardens, Dorset

Powerstock Open Gardens Weekend 2025 was awarded a grant of £250 towards printing and publicity for the event, which helps raise funds for community facilities and the local primary school. Hastoe has supported Powerstock biennial fête and open gardens weekends with Hastoe Community Grants in the past.

An organiser said: “One beneficiary will be the Weir Sports Field, which will use the funds to repair the cricket pavilion, improve changing facilities and purchase new equipment for maintaining the field. The village church maintenance fund and the after-school club will also participate and benefit.”



Tendring Recycling Clean-up, Essex

Tendring Primary Recycling Scheme was awarded a grant of £240 to help pay for eight new long-handled pickers. They loan out the pickers to local groups, such as Tendring Youth Group, to help clean up the area.

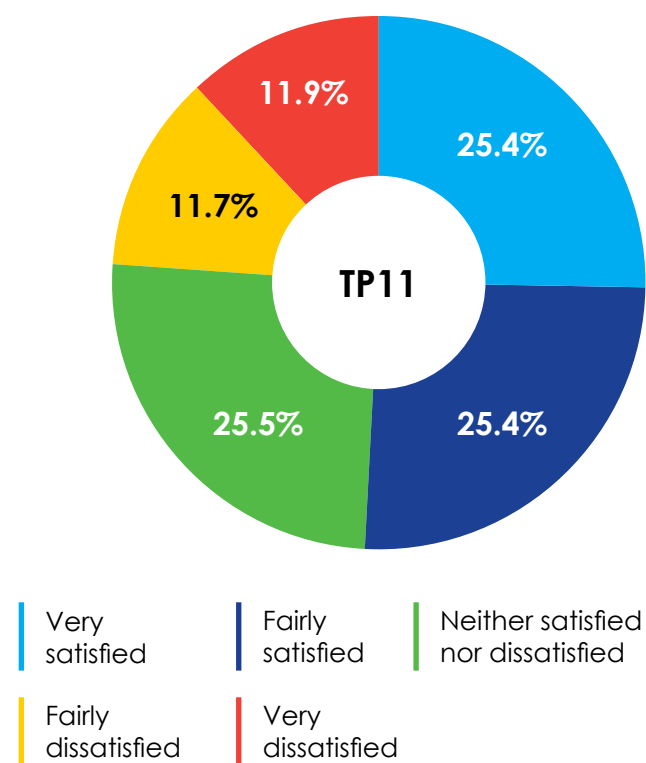
An organiser said: “Our aim is to get people outside, encouraging teamwork and educating people on the importance of not littering.”

For information on how to apply for a Community Grant, visit
www.hastoe.com/community-grant
or email Helen Russell at
hmrussell@hastoe.com

TSM [TP11]: Satisfaction with Hastoe's positive contribution to the neighbourhood

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

- Hastoe 2024-25: 49.0%
- Average (median landlord) 2024-25: 64.6%
- Hastoe 2025-26: 50.8%***



* Figure rounded to nearest decimal place



Objective four

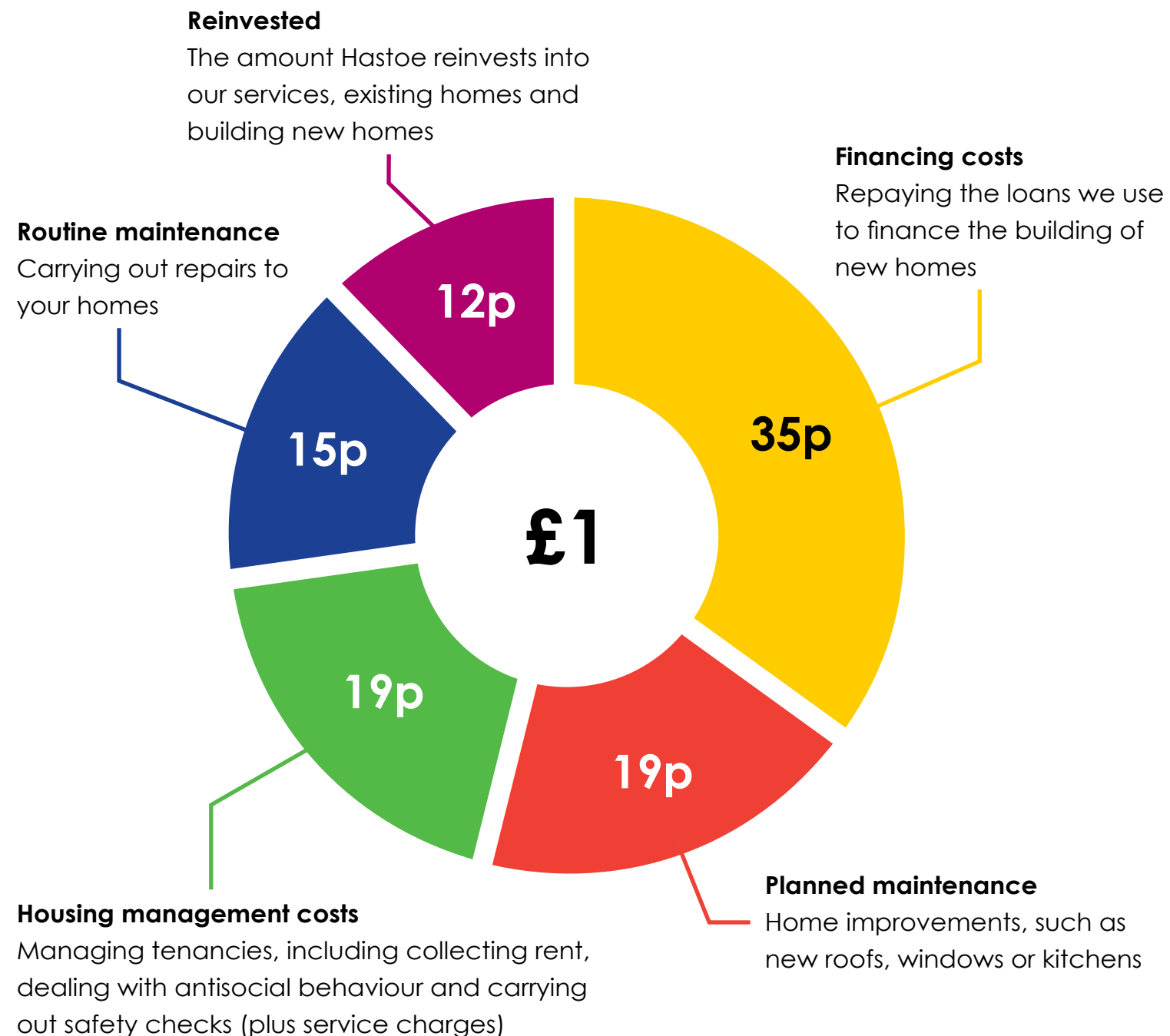
Run a professional, efficient organisation and be an excellent employer

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

Compare our spending with last year at www.hastoe.com/annual-report

Providing value for money

To meet your needs as tenants and to manage your homes effectively, we will always aim to use our assets and resources wisely. Opposite is how we allocated each pound of the rent you paid in 2025-26.



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

Employee engagement

Hastoe's workforce has grown to 130-140 colleagues. The last staff satisfaction survey, which we ran in June 2025, showed 93% of our team believe Hastoe is a good employer.

Although our colleagues 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 2025-26, senior managers met twice as a group with the Executive Team, and we organised an annual Connect Day in Reading, to bring all colleagues and Board members together to share ideas, information and recognise achievements. In addition, we held two regional Connect Days in Dorset and London, to share the objectives of our Business Strategy 2025-28 with colleagues.

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

We are committed to providing ongoing training and development for our colleagues 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. To help with this, we are trialling the use of an in-house recruiter. We are also working to achieve Great Place to Work accreditation in 2026-27.



Contact us

www.myhastoe.com

0300 123 2250

www.hastoe.com

We welcome your feedback on the format, content and design of this Annual Report.

An easy-read version of this document is also available at www.hastoe.com/annual-report