Sussex Housing & Care

Brighter Living

Our community is building a brilliant future together

Annual Report 2025-2026

Our values

We put residents at the heart of everything we do

We strive to deliver the best value service to make a positive difference to our residents.

We all take responsibility

We care about what we do and the impact we have.

Everyone matters

We treat everyone with fairness dignity and respect.

Together we make a difference

We are one team.

Providing housing support and care for older people is at the heart of what we do. We believe people should be able to live rewarding lives in a safe, friendly and welcoming environment.

Welcome from the Chair and Chief Executive

This year marks a special milestone as Sussex Housing & Care celebrates 80 years of providing affordable housing and care across Sussex. We are proud of our heritage, our values and the role we play in supporting our residents and communities.

This Annual Report highlights our performance and achievements during 2025/26 and reflects our continued commitment to providing safe, high-quality homes, care and support.

The Board remains focused on safeguarding Sussex Housing & Care's long-term future. Our priorities are maintaining strong governance and regulatory compliance, protecting our financial strength, investing in our people and properties, delivering value for money for residents and providing high-quality care and support. Alongside this, we are pursuing sustainable growth so that we can support more older people across Sussex in the years ahead.

At 31 March 2026, our turnover had increased to £9.8 million (2024/25: £9.15 million). Our cash position remains strong, and our long-term business plan continues to forecast sustainable growth.

During the year, our £9 million extension at Oakwood Court in Haywards Heath was completed, creating 27 new homes and enabling more people to access high-quality care close to family and friends.

The Board approved our Strategic Plan 2026-2028, setting out how we will strengthen our core services while continuing to meet the changing needs of residents. You can view our strategic plan here:

Strategic Plan 2026-2028

Providing safe, well-maintained and sustainable homes remains a fundamental principle. During the year, we maintained full health and safety compliance and increased the proportion of homes with an Energy Performance Certificate rating of C or above to 91%, continuing our journey towards net-zero carbon emissions.

None of this would be possible without our dedicated colleagues. Their skill, compassion and commitment underpin the quality of our services every day. We are proud that staff retention remains among the best in the sector and that we continue to be an accredited Real Living Wage employer.

We would also like to thank our volunteers, partners and supporters whose time, expertise and commitment enrich the lives of our residents and strengthen our connection with local communities.

This year, our Resident Sounding Board helped develop a new three-year Resident Engagement Strategy and residents were also involved in selecting our new cleaning and grounds maintenance contractors.

We will undertake our tenant and leaseholder satisfaction survey in 2027 and are currently recruiting a resident Board member to further strengthen resident influence.

Over the past 80 years, our organisation has continued to evolve in response to changing customer expectations and an ever-changing operating environment. As we look ahead, our focus remains on listening to residents, embracing change and planning for the long term. By doing so, we will ensure the organisation remains resilient, relevant and financially strong, protecting its legacy and enabling it to serve residents and communities for the next 80 years and beyond.

Tracy Evans
Chief Executive

Mike Shepherd
Chair

Here is what we achieved in 2025/26:

We **invested over £2 million** in our existing homes and **opened our £9 million extension** to Oakwood Court care home in Haywards Heath, to provide 27 additional homes.

- Continued to be a Real Living Wage employer.
- Supported our Resident Sounding Board giving residents a stronger voice.
- Improved homes through refurbishment works at Oakwood Court, replacing boilers at The Cedars, St Thomas of Canterbury Court.
- Upgraded kitchens and bathrooms at Buxton Lodge, Clevedown, Devonport House, Nevill Court and Yvonne Robertson House.
- Worked with local schools and colleges to promote volunteering and careers in care.
- Started a solar PV installation programme to complete installations on nine homes.
- Celebrated three staff winning awards at the East and West Sussex Partners in Care Accolades.

Our housing and care homes are home to 677 residents across Sussex

13 sheltered housing sites with **360 residents**

5 independent living sites with **41 residents**

8 leasehold sites with **192 residents**

3 care homes with **84 residents**

Looking after our homes

We invest in our homes, focusing on quality, safety, comfort and energy efficiency.

Repairs

2,048 repairs (2025/26)

1,973 repairs (2024/25)

Money spent on responsive repairs

£690,100 on repairs (2025/26)

£643,137 on repairs (2024/25)

We repaired 39 properties that became vacant in 2025/26 providing 39 people with much needed new homes.

We also delivered a range of improvement works, including:

- 8 replacement bathrooms.
- 5 replacement kitchens.
- A major communal boiler replacement project at The Cedars in Brighton.
- 7 individual boiler replacements.
- Repairs and internal and external redecoration work at Saxonwood care home in Battle (see below), Clevedown in Lewes and Martlet Court in Brighton.

Improving our environmental sustainability

We have been busy implementing our Sustainability Action Plan to reduce our carbon footprint.

- 90.6% of our homes now have an EPC rating of C or above.
- Installed solar panels on nine homes with four more planned for 2026/27.
- Surveyed staff to capture ideas to improve our sustainability, both individually and as an organisation.
- Supported the global ‘Plastic Free July’ movement to be part of the ‘solution to plastic pollution’. Staff helped us become more sustainable by reducing single-use plastics, increasing reuse and recycling and sharing ideas for greener ways of working.

These changes are helping us reduce energy use and lower our carbon footprint.

Recycled bird feeder.

Reusable water bottles.

Plastic free tote bag.

Honeycrag Close solar panel project

New solar panels at Honeycrag Close were installed as part of our sustainability programme, funded through the Social Decarbonisation Fund (SHDF).

This was part of our ongoing energy efficiency programme. The project was delivered in partnership with Osborne Energy, which installed solar photovoltaic (PV) systems on selected homes.

Mrs Anderson has new solar panels on her home: “I’m incredibly happy to be saving 50% on my electricity bill, I have a smart meter and now I don’t have to worry. I’m saving £50 a month, so can put this towards our food costs.

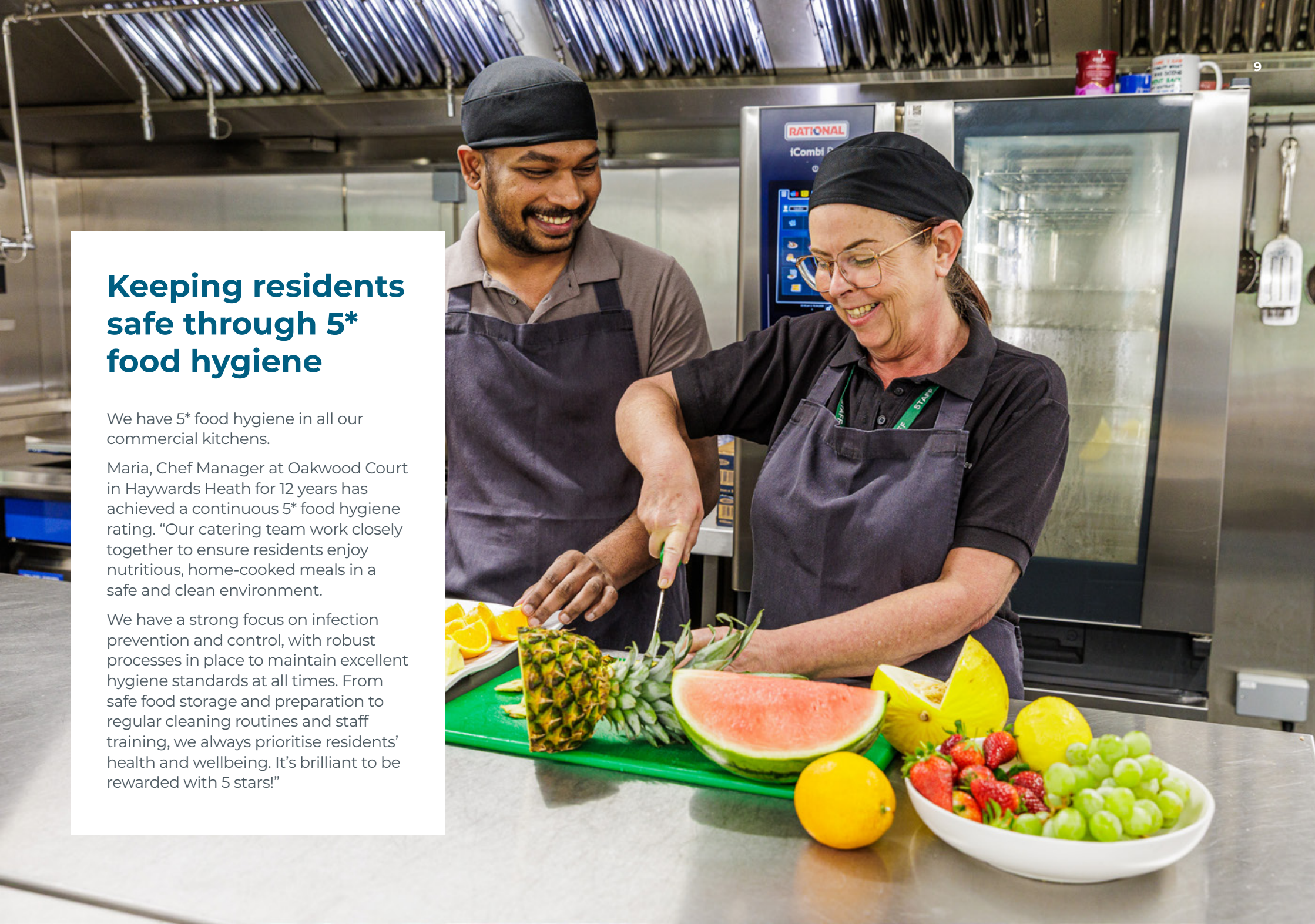
The project has been managed very well, I’ve absolutely no complaints. The contractors were nice, the installation happened quickly and they kept everything very clean.”

Keeping residents safe through 5* food hygiene

We have 5* food hygiene in all our commercial kitchens.

Maria, Chef Manager at Oakwood Court in Haywards Heath for 12 years has achieved a continuous 5* food hygiene rating. “Our catering team work closely together to ensure residents enjoy nutritious, home-cooked meals in a safe and clean environment.

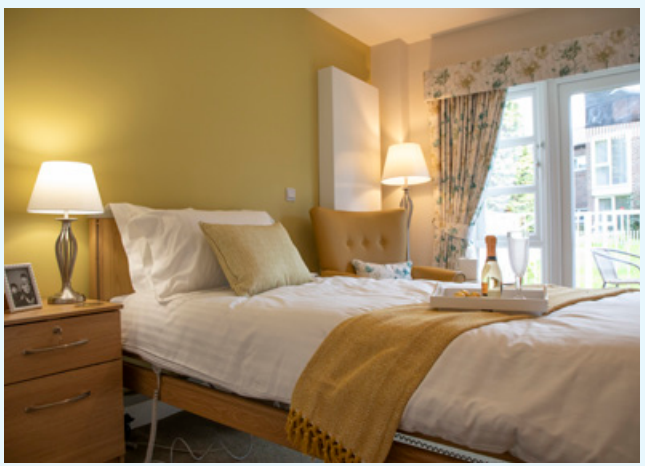
We have a strong focus on infection prevention and control, with robust processes in place to maintain excellent hygiene standards at all times. From safe food storage and preparation to regular cleaning routines and staff training, we always prioritise residents’ health and wellbeing. It’s brilliant to be rewarded with 5 stars!”

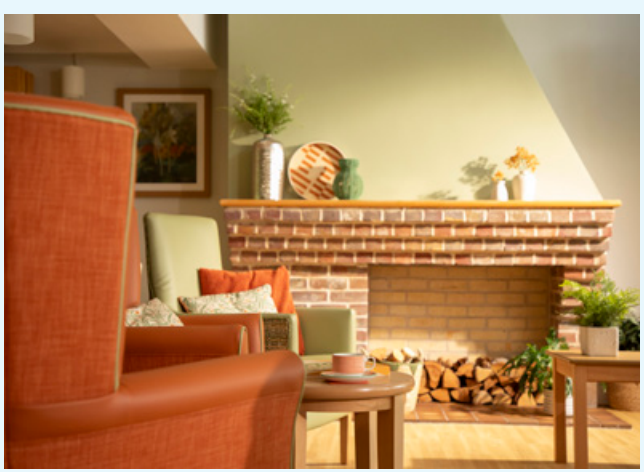


Our growth: Oakwood Court Development

Following the completion of the three storey extension at Oakwood Court in Haywards Heath in August 2025, we have opened a new reception and foyer area and are progressing with updating bedrooms in the original part of the care home which will complete in 2026.

Click to watch a video and take a look around Oakwood Court





Engaging with residents

- We worked with residents to develop a new three-year Resident Engagement Strategy and action plan'.
- We partnered with East Sussex County Council to support older people's month and held a variety of events across our housing schemes.
- We connected residents with their local community during national care home open week. Students from local primary and secondary schools, along with Mayors and Councillors took part in 'Time Together' creative art workshops.
- We delivered technology tutorials, how to avoid fuel poverty and fire safety sessions to housing residents.
- Leasehold residents volunteered to carry out resident satisfaction surveys in our care homes.
- The property team attended resident meetings and involved residents in site walkabouts to discuss major works and any property or estate related issues.

Intergenerational art workshop for care home open week.

Residents Sounding Board.

Spanish lesson for Older People's Month.

Fire Safety visit.

Consumer standards and resident satisfaction

Each year, we assess and report to the Board on our compliance with the Regulator of Social Housing's standards.

As part of this, we carry out resident satisfaction surveys at least once every two years, using a set of standard questions.

These surveys apply specifically to tenants living in our rented homes. We also conduct a separate satisfaction survey for our leaseholders to ensure their voices are heard as well as regular surveys of our care home residents.

Your feedback matters

In our most recent survey in 2025, 263 tenants and 77 leaseholders took part. We're grateful to everyone who shared their views. The results were discussed at scheme meetings, and we have co-produced an action plan with residents to work on improvements.

Some of the improvement works completed have included new signage across schemes; raising awareness of fire safety; reviewing documents to ensure they are clearer and easier to read and addressing issues with cleaning and grounds maintenance performance.

We're pleased to report that overall satisfaction has risen from 86% to 87% for tenants and from 59% to 70% for leaseholders.

Overall satisfaction for tenants

87% (2024/25)

86% (2023/24)

Overall satisfaction for leaseholders

70% (2024/25)

59% (2023/24)

Tenant satisfaction and performance

Our performance at a glance.

Although performance has improved in most areas below we have not met our targets in 3 out of 4 of the KPIs. Where performance is not meeting target, improvement actions are put in place, progress is monitored weekly, and updates are reported regularly to the Board.

Description	2025/26 (in %)	2024/25 (in %)	Target Met
Care home empty room loss %	14.3%	13%	No (12% target)
Housing home loss %	1.25%	1.5%	No (1.1% target)
% Housing rent arrears (gross)	1.3%	2.1%	Yes (2% target)
% Care home arrears	1.2%	1.8%	No (0.9% target)

Tenant satisfaction

Tenant satisfaction measures (housing only excluding leasehold). Survey completed bi-annually, information from 2025 survey.

TM01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	**87%**
TM02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	**92%**
TM03	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.	**85%**
TM04	Proportion of respondents who report that they are satisfied that their home is well maintained.	**87%**
TM05	Proportion of respondents who report that they are satisfied that their home is safe.	**88%**
TM06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	**64%**
TM07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	**77%**
TM08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	**92%**
TM09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	**50%**
TM10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	**79%**
TM11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	**65%**

TM12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	**61%**
CH01	Complaints relative to the size of the landlord – number received per 1000 homes). Note: we have 431 homes so this figure is extrapolated.	**19** (Actual number of cases are 8) *
CH02	Complaints responded to within Complaint Handling Code timescale.	**100%**
NM01	Anti-social behaviour cases relative to the size of the landlord. Note: we have 431 homes so this figure is extrapolated.	**16** (Actual number of cases are 7) *
RP01	Proportion of homes that do not meet the Decent Homes Standard.	**0%**
RP02	Proportion of responsive repairs completed within target timescale.	**100%**
BS01	Proportion of homes for which all required gas safety checks have been carried out.	**100%**
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	**100%**
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	**100%**
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	**100%**
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	**100%**

* Note: As Sussex Housing & Care has 431 homes, the figure has been adjusted to an equivalent rate per 1,000 homes to allow comparison with other housing providers.

Leasehold satisfaction

We carried out a leaseholder survey during the year. 78 residents completed the survey (45% compared to 46% in 2023).

70%

70% satisfied with the overall service provided compared to 59% in 2023.

84%

84% satisfied with the grounds maintenance compared to 71% in 2023

84%

84% satisfied with the overall quality of their scheme compared to 58% in 2023.

78%

78% satisfied with the overall service provided compared to 59% in 2023.

Care home satisfaction

Throughout the year we engaged with residents and family members regularly to hear feedback about our service and respond to resident views. In 2026, 87.5% of residents and 49 relatives across all three homes shared their views.

95%

95% of residents were happy with their care and support.

100%

100% of residents said they got on well with staff.

99%

99% of residents said the staff are knowledgeable and know how to do their job.

100%

100% of residents said their home was clean.

98%

98% of residents feel safe.

96%

96% of residents said their home was comfortable and homely.

95%

95% of residents felt respected.

Care home visitor satisfaction

98%

Our care homes received 4,390 visitor satisfaction responses, with 98% of visitors rating their overall satisfaction as good or very good. These results reflect the dedication of our staff and our commitment to providing high-quality care and customer service to our visitors.

Feedback from relatives

Relatives praised the kindness of staff, quality of care, the welcoming atmosphere and the range of activities available. Care Home Managers are working collaboratively to address these priorities as part of ongoing service improvement.

Complaints and compliments

We are committed to listening to feedback and using it to improve our services. We report annually on compliance with the Housing Ombudsman's Complaint Handling Code and you can see our latest report by scanning the QR code below. Our Chair, Mike Shepherd is our Member Responsible for Complaints.

We received 8 complaints

During the year, we received 8 complaints in housing and none in care. 6 were resolved at stage one and 2 progressed to stage two where they were resolved.

We received 279 compliments

We were delighted to receive 279 compliments in total, 43 in housing and 236 in care.

Please scan the QR code for our latest assessment against the Housing Ombudsman's Complaint Handling Code.

"Thank you to all staff for supporting residents and helping people have roofs over their heads."

"A positive experience in the sound board meeting bringing leaseholders and tenants together."

"I went to a tech tutorial at Cheneys Lodge and I really enjoyed it, it was really helpful."

Our team

We have 165 staff providing services to our residents.

In a recent staff survey:

95%

95% of staff said Sussex Housing and Care is a good employer.

90%

90% of staff said they would recommend Sussex Housing and Care as a good place to work.

95%

95% said their work schedule is flexible enough to manage family or personal life.

Megan and Victoria at the East Sussex Partners in Care Awards.

- We nominated eight care home staff for awards and celebrated three staff winning their categories. **Watch the celebration video**
- 43 staff achieved professional qualifications and training including; Health and Social Care diplomas, Business Administration, food hygiene and safety, mediation, first aid and safe handling of medicines.
- We have 13 trained mental health first aid champions.
- We have a comprehensive staff wellbeing and retention programme including; wellbeing initiatives, Blue Light card, trained Mental Health First Aiders, long service awards and Achieving Customer Excellence (ACE) awards.
- We have low sickness absence across the organisation, at 3.9%.
- We welcomed students from Uckfield College, East Sussex College and Bexhill College for work experience at our care homes.
- We are recruiting new volunteers, including secondary school students, to gain experiences in our care homes and spend time with residents.

Katie and her ACE award.

Maureen wins at the West Sussex Partners in Care Awards.

Vafa shares her professional development over 22 years with Sussex Housing & Care

“I joined Saxonwood care home in Battle as a care assistant in 2003 and with my nursing background, I was soon invited to become a senior care assistant. Here I gained experience with medication and liaising with families. I would cover for the deputy manager and then naturally progressed into this role which I enjoyed for three years.

I’ve always been keen to study and push myself, and I applied for the care home manager role which I was awarded and enjoyed for five years. I’ve always found Sussex Housing and Care to be supportive and keen to share development opportunities. As a care home manager, I was given the opportunity to take up a part-time course over three years and gained a Master of Business Administration in public services.

I progressed to become a Regional Manager which gave me experience in managing both housing and care. Throughout this time, I studied, and in 2019 I achieved a CMI Level 7 Diploma in Strategic Management and Leadership.

This led me naturally to my current role as Head of Care. I particularly enjoy the ethos and aims of Sussex Housing & Care. We are focused on people, both residents and staff. We make sure everyone is looked after.

I’ve taken part in a project to strengthen our core values which was particularly rewarding and the outcome has been amazing. I’ve enjoyed applying our values throughout my work and leadership, and it’s brilliant to see them shining through in our day-to-day service provision.”

Our finances

Maintaining our financial strength in challenging financial times is really important so we can continue to provide our services and look after our homes both now and in the future.

Value for money

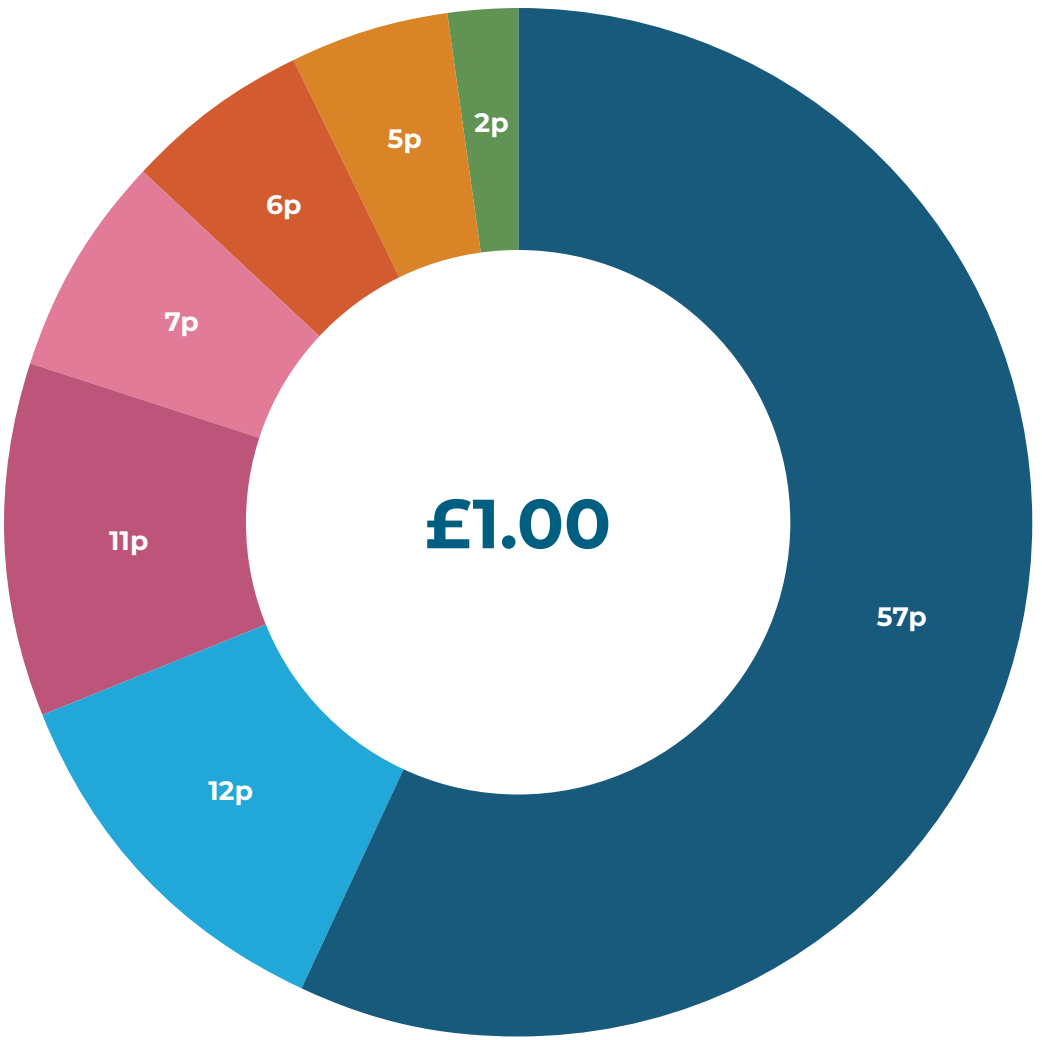
Here's how we spend each pound:

57p Staff salaries (£5,288,703)
12p Service costs (£1,149,865)
11p Repairs and maintenance (£1,030,333)
7p Office costs (£615,528)
6p Premises costs (£568,931)
5p Other costs (£441,210)
2p Catering in care homes (£222,255)

- 84% of housing residents think their rent provides value for money
- 73% of housing residents think their service charge is value for money
- 71% of leaseholders think their service charge is value for money

Read our full financial statements

We continue to strive to provide a quality service whilst also providing value for money for our residents.



Sussex Housing & Care

If you would like this information in any of the following formats; braille, audio, face-to-face, large print; or in another language, please call 01323 875240 or email office@sussexhousing.org.uk

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Registered with the Regulator of Social Housing No LH0079

View our Board and Senior Management Team