



SAXON
WEALD



2026 - 2029

CORPORATE PLAN
DELIVERING BETTER TOGETHER



Great homes, building futures



Introducing



DELIVERING BETTER TOGETHER



To shape our new corporate strategy, we spent time listening to our customers, our colleagues and everyone who helps us deliver homes and services.

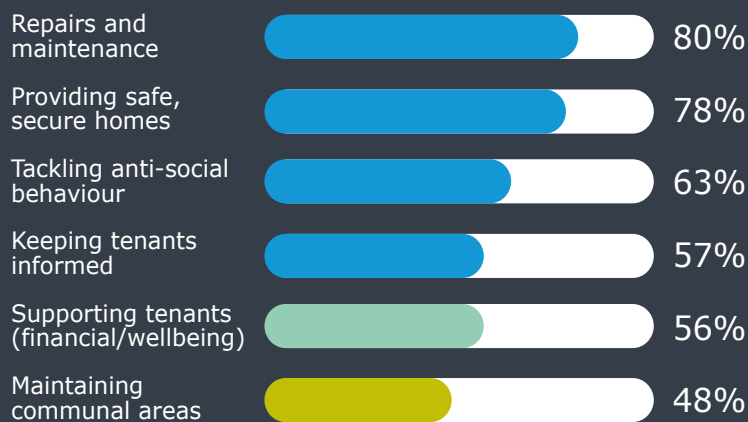
We worked with research agency, Vision One, to gain objective customer feedback. This gave us an honest reflection of our customers' experiences, feelings and opinions of Saxon Weald. The feedback was clear and consistent. It pointed towards the need for a better approach rooted in stronger communication and closer collaboration.

We also gathered insight from colleagues. They too wanted clearer communication, alongside better tools and systems to help them deliver an improved service.

All this feedback was complemented by the thoughts of our Board, the results of our regulatory inspection and input from local councillors, MPs and our local authority partners.

Thank you to everyone who took part; your insights were invaluable.

Most important factors to customers



Our research led our strategy to focus on these key factors

Executive introduction

Our customers have spoken with honesty and clarity. They have told us what matters: homes that are safe and warm, services that are personal and reliable, and staff who are trusted and approachable. They have also challenged us to do better.



Corinna Bishopp
Chief Executive

*This plan is our **response**.
It's not about starting over, but about
doing better, with even greater focus,
clarity and collaboration.*

Customers want us to fix problems faster, communicate more clearly and keep our promises.

- We will deliver even better homes and services for our customers. We will plug communication gaps, strengthen support for those that need it, and build on the trust we have already earned.
- We will create an even better experience for our colleagues. We will give colleagues better tools, stronger support, and a culture where every voice counts.
- We will be an even better partner in our community, using our influence and expertise to contribute to local issues and projects. We will continue to build new homes, develop local connections and support the neighbourhoods we work in.

We know doing this will not be easy. Like many social landlords, we are facing the challenges of increased safety regulation, more complex customer needs and higher operational costs. We will therefore use technology to help us create more efficient processes. We will sharpen our focus on value for money and build our financial resilience.

Saxon Weald is ready to face the future with determination, driven by a heartfelt belief in the importance of home.

Our values

Saxon Weald's values underpin everything we do, shaping how we work and how we engage with colleagues, customers, partners, and stakeholders. They are central to our strategy and guide our behaviour, decisions, and the culture we build together.



Community Day, Storrington



Be customer led

Start with the customer. Listen carefully, be open and polite, understand what matters to them and focus on finding the right solution.



Be one team

We achieve more when we work together. Collaborate, communicate well, share ideas, support each other and enjoy contributing to shared goals.



Be forward thinking

Embrace change and stay curious. Try new things, keep learning and look for better ways to do your work with positivity and enthusiasm.



Be inclusive

Different perspectives lead to better outcomes. Value and celebrate our differences, treat everyone with fairness and respect, and ensure all voices are heard.



Do the right thing

Act with integrity, empathy and professionalism. Take pride in your work, build trust and always aim to make the right choices for colleagues and customers.

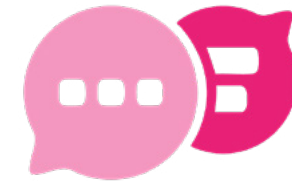
Core areas of focus

These four areas of focus underpin how we will approach the objectives in this plan. Improvements in these areas will shape our systems, our culture and our everyday decisions.

Technology, tools and data



From 2026 to 2029, we will harness data and technology to reshape how we work and deliver services. We will use analytics, automation and digital platforms to simplify processes, strengthen decisions and spark innovation. Embedding insight into daily practice will help our people work smarter and respond quickly to emerging needs. For customers, this means faster, more personalised and more reliable services.



Communication and trust

After listening to our customers, we know we need to make improvements in how we communicate. By reviewing how we share information, we aim to reduce misunderstandings, build trust and support a culture where everyone feels informed, respected and understood.

Leadership & culture



We will develop a culture built on accountability, openness and collaboration. Our leaders will model integrity and clarity, empowering colleagues to be curious and to take ownership of their work. We will encourage constructive challenge, visible leadership and shared responsibility. We will create an environment where people feel valued, connected and able to contribute to improvement.

Value for money



We will embed a disciplined, transparent approach to financial management, ensuring every pound spent delivers clear value. Through stronger controls, smarter procurement and a culture of financial accountability, we will build resilience in the face of rising costs and external pressures. We will ensure our resources are used purposefully, supporting our strategic objectives and delivering benefits for customers and communities.

Customer objectives



Tailor services and communication

To deliver modern, digitally enabled, local services that are proactive and personal.



Enhanced repair service

To deliver trusted, good-quality repairs that are reliable, efficient and tailored to individual needs.



Further safety measures

To ensure customers feel safe in their homes and communities through greater visibility and proactive action on neighbourhood issues and anti-social behaviour.

Communication & community

- Build on our customer engagement framework, ensuring customer views are heard and acted on.
- Further emphasis on honest, proactive and accountable communication which takes customer needs into account.
- Review and enhance housing management to meet evolving needs.
- Create a clear customer offer so expectations are transparent.
- Work proactively and share intelligence with external partners to prevent escalation of anti-social behaviour.
- Seek partnerships with local organisations to deliver more for communities through both one-off initiatives and on-going service provision.
- We will have greater visibility in our communities and have a more pro-active approach to managing neighbourhoods and communal spaces.
- Learning from complaints leads to measurable service improvements.

What we will do to achieve these

Data, technology & innovation

- Improve the quality and accuracy of customer data
- Use technology, data and insight to deliver repairs where the right person, skills and tools are sent first time
- Modernise systems through our transformation programme, 'Evolve' to deliver streamlined, flexible and more efficient services that save time and effort for customers and colleagues.

How will we know we have achieved them?

- Tenant Satisfaction Measures improve across service, repairs and safety.
- Feedback from repairs and anti-social behaviour cases shows a more positive customer experience.
- More customers adopt digital and self-service channels.
- Customer engagement activities result in measurable service improvements
- First-time-fix rates improve.
- Achieve a C1 regulatory grading.



Cobblers Court official opening, Slinfold



As a customer in 2029, I can see all my interactions with Saxon Weald online, and when I need help with something complex, I can easily reach someone who is knowledgeable and empowered to assist me.



As a customer in 2029, I can raise repairs via an app, track the engineer, and give feedback. Communication is clearer and issues are usually resolved on the first visit.



As a customer reporting anti-social behaviour in 2029, I feel listened to, supported and clear about the process. I feel safer in my community knowing issues are addressed promptly.

Culture & people objectives



Customer-led services

Structure services effectively with teams equipped to adapt, innovate and embrace new technologies.



Great place to work

Make Saxon Weald a place where people want to work. Where expectations are clear, colleagues are empowered to make decisions and have their voices heard.

How will we know we have achieved them?

- Customer queries resolved more effectively.
- Colleagues equipped with the right skills, tools and confidence to operate effectively in a digital environment.
- Improvements in Employee Net Promoter scores.
- Strong retention and the ability to recruit effectively into critical roles.
- Reduced sickness levels, indicating improved wellbeing and resilience.
- Performance framework outcomes demonstrating improved capability, progression and readiness for future roles.
- Clear evidence that organisational values are being lived in behaviours and decision-making.

What we will do to achieve these

- Ensure roles are clear and colleagues are empowered so decisions are made closer to customers.
- Review the colleague offer to attract and retain people with the skills, tools, behaviours and capabilities required for the future.
- Foster a learning culture that rewards innovation, accountability and ownership, where feedback, idea-sharing and continuous improvement are the norm.
- Strengthen leadership capability through a clear leadership programme. Ensure leaders model expected behaviours, value equality and diversity, and use insight from customers and colleagues to inform decisions.
- Establish a clear performance framework with defined expectations, development pathways and succession planning.
- Create strong support systems that build resilience and enable colleagues to speak up with confidence.





In 2029, our colleagues will feel empowered to make the right decision for the customer at the right time.



In 2029, our colleagues will be equipped with the right tools and technology to deliver efficient services. They will have the knowledge, skills and support needed to do a great job.



In 2029 we will have visible, values-led leaders working as one team to empower our people. We will make data-driven, customer-led decisions, and deliver reliable, inclusive services—so everyone can be their best and customers feel the difference.

Asset & development objectives



Improving homes

Saxon Weald will invest in existing homes to deliver safe, modern and sustainable living environments. We will be guided by evidence-based decisions that put customers first.



Peace of mind

We promise peace of mind by ensuring every home meets required safety standards, backed by strict regulatory compliance and a culture of responsibility.



Continue to grow

We will drive sustainable development and regeneration to create vibrant, connected communities.

What we will do to achieve these

Data, insight & evidence-based decision-making

- Ensure 100% of homes are surveyed within a five-year cycle and maintain high-quality asset data.
- Use advanced data analysis and modelling tools to guide investment priorities.
- Improve the capture, integration and analysis of property safety data.

Investment & sustainability

- Deliver a rolling planned investment and sustainability plan.
- Commit to invest over £70 million in existing homes over the lifetime of the plan.
- Secure external funding to support energy efficiency works for homes below EPC-C.

Safety, compliance & assurance

- Strengthen our annual Property Safety Action Plan, including monitoring and reporting.
- Use technology to improve customer access to property safety information and more efficient services.

Development & regeneration

- Secure grant funding to deliver new homes
- Deliver our committed programme of new affordable homes in our core areas.
- Define clear principles to guide development and regeneration, setting out the type of homes and communities we aspire to create.
- Regenerate underutilised land, garage sites and properties earmarked for disposal to expand development capacity.



Task and Finish group members, estate inspection



How will we know we have achieved them?

Quality, compliance & customer outcomes

- Tenant satisfaction measures show progress across customer safety and quality of homes.
- 100% compliance with the Decent Homes Standard.
- Property safety compliance remains at 100%.
- Number of new homes started and completed meets programme targets.
- Development and regeneration activity contributes positively to our financial health.

Data, monitoring & programme delivery

- Asset data remains up-to-date, with all records no older than five years.
- Deliver the energy efficiency programme on time and to budget.
- Progress against the rolling five-year investment & sustainability plan meets targets.



Retrofitted bungalows

Business standards

Governance

Objective:

To be a data driven, well-managed and well governed organisation.

What will we do to achieve this?

- Deliver our data strategy through to 2029 to improve data maturity, literacy, quality, and governance.
- Embed an active risk-management framework aligned to Board-approved risk appetite.
- Complete governance improvements to ensure transparency, collaboration, clear policies, and aligned decision-making across the organisation.
- Establish a robust health and safety approach grounded in reliable data and user-friendly reporting tools, meeting sector standards.
- Empower all employees to make decisions within this framework and understand their contribution to strategic objectives.

How will we know we have achieved this?

- Regain and maintain our G1 regulatory governance rating.
- Clear, easy to understand governance documentation.
- Top quality, well maintained, risk management framework.
- Robust performance reviews to enable transparent and quality Board oversight.
- Build a culture of confidence in raising health and safety concerns and feedback.



Viability

Objective:

To improve our long-term financial strength.

What will we do to achieve this?

- Develop an efficiency-focused value for money strategy.
- Savings and service improvements delivered through streamlined procurement and enhanced contractor management.
- Implement a treasury strategy designed to reduce the cost of borrowing.
- Drive efficiency through technology and tools.
- Further systematised, measured and transparent finance controls.
- Deliver strategic improvement in stock portfolio performance.

How will we know?

- Reduction in operating cost per unit.
- V2 regulatory viability rating maintained.
- Moody's credit rating of A3 maintained.



Cobblers Court

Targets

By 2029, we want to achieve the following:



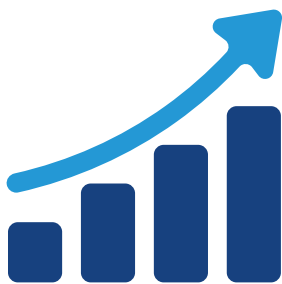
Customer satisfaction

We want 89% of our customers to agree that they are satisfied with the overall service Saxon Weald provides. It currently stands at 84%.



Staff satisfaction

We believe staff who feel valued provide a better customer service. We measure this through an engagement score which looks at how likely people are to recommend us as an employer. We want to reach a score of 20. Our score at January 2026 was 10.



Financial strength

We use a calculation to work out how comfortably we can cover the interest payments on our loans. We are aiming for this score to be 90%.



Good quality homes

To plan our programme of improvement works, we need to understand the condition of all our properties. Our target is to have a condition survey no older than 5 years for 100% of our homes by 2029.

Our promise for change

This plan is based on high-quality research and honest feedback, which we have turned into practical, measurable action.

It shows our commitment to communicating clearly, developing flexible services and improving homes and communities. We promise to make these changes through strong leadership, fostering a culture where every colleague takes ownership for better customer outcomes. We will also harness the power of data and technology, while a focus on value will support our financial strength, giving us the resources we need to follow through this plan.



By working with customers, colleagues and partners, we are confident we will deliver better together.





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