



Customer engagement plan

2026/2027





Listening to customers

Our customers are best placed to tell us what it is like to live in a Saxon Weald home, how well our services are working, and where we may need to improve. Their insight and feedback is invaluable.

We aim to gain customer input at three levels: individual, local and strategic. This plan sets out our engagement activities for 2026/27.

Our key performance measure is TP06 (satisfaction that your landlord listens to your views and acts upon them). Mid-year performance for 25/26 sits at 71.4%, above both the national (66%) and peer group (68.7%) medians.



Objectives of customer engagement

A: To improve operational effectiveness	B: To build stronger relationships with our customers	C: To build communities
<ul style="list-style-type: none">• To embed a customer-focussed culture• To contribute towards service improvement with new ideas and insights• To help us understand and respond to customer needs and priorities	<ul style="list-style-type: none">• To enable customers to hold us to account• To improve our visibility, building customer trust and confidence in our services• To align service expectations	<ul style="list-style-type: none">• To support a sense of community and improve neighbourhoods• To give customers a chance to learn new skills• To enhance Saxon Weald's reputation as a community partner



Individual: feedback on your home and personal experience

Activity	TSM survey
Objective A & B	<ul style="list-style-type: none">• To give customers an opportunity to provide feedback on our services, in line with regulatory requirements.• To enable customers to compare our performance and hold us to account.• To provide insight on individual issues requiring follow up.
Outputs	<ul style="list-style-type: none">• 85 surveys a month conducted via telephone by IFF Research. Results submitted to the regulator, Housemark and published to customers via our website and annual performance report.• Approximately 15 follow up contacts made per month where concerns have been raised during the survey.
Resources	£20,000 per year for IFF
Timing & measures	<ul style="list-style-type: none">• Monthly• Compliance with regulatory requirements in the collection and reporting of TSMs



Individual: feedback on your home and personal experience

Activity	Transactional satisfaction surveys
Objective A	<ul style="list-style-type: none">• To give customers an opportunity to provide feedback on our services. This enables to identify common themes and areas for improvement.• To provide insight on individual issues requiring follow up.• Enables us to carry out equality monitoring of satisfaction with our services.
Outputs	Three main surveys are: Repairs – approximately 200 responses a month (average 26% response rate) New tenancies – between 6-12 responses a month (average 33% response rate) Complaints handling – 4-8 responses a month (average 21% response rate)
Resources	Cost for annual CX-Feedback licence is £5000 per year. We run ad-hoc surveys during the year in addition to these three so the cost of the system is widely spread.
Timing and measures	Monthly Average survey response rates in social housing tend to sit between 16% - 26%.



Individual: feedback on your home and personal experience

Activity	Complaints
Objective A & B	<ul style="list-style-type: none">• Complaints are a valuable source of learning. As well as resolving individual customer issues, we can identify common themes and areas for improvement.• Effective complaints handling ensures we are compliant with the Ombudsman’s complaint handling code.• A well-managed complaint can lead to higher customer satisfaction and greater trust in Saxon Weald.
Outputs	<ul style="list-style-type: none">• Complaint volumes: approximately 90 stage ones and 20 stage twos per quarter• Fortnightly case review meetings• Information on making a complaint and outcomes of complaint learning published to customers regularly
Resources	Staff time in complaints handling, training, promotion and review. Compensation paid as part of complaint resolution.
Timing and measures	<ul style="list-style-type: none">• Complaints handled in real time. Quarterly performance reporting. Annual report to Board and Ombudsman.• Satisfaction with complaint handling – 43% (at end of Q2) against a target of 50%• Complaints handled within timeframe: 95% (at end of Q2) against a target of 100%• Maladministration rate: 44% against sector average of 71%



Local: a say in what happens in your community

Activity	Love your estate days
Objective B & C	<ul style="list-style-type: none">• To improve our visibility, build relationships and enhance our reputation.• To support a sense of community• Provide an enhanced estate management service for the day, providing support with clearance of rubbish and engaging with customers about local issues
Outputs	We will aim to run four events per year, using input from housing managers to select the locations and provide insight on local issues.
Resources	<ul style="list-style-type: none">• Cost of skip hire, rubbish bags and equipment: £1000 per event. Staff time.• We can draw on social value gains from Cleanscapes/Groundscapes where they offer staff resource and materials
Timing and measures	<ul style="list-style-type: none">• Quarterly• Number of customers engaged• Feedback from customers on the estate visited• Evidence of impact: volume of clearance, number of repairs reported etc



Local: a say in what happens in your community

Activity	Scheme meetings
Objective A & B	<ul style="list-style-type: none">• To gain customer feedback, contributing to improvements in service delivery either at a scheme or company level• To enable us to identify and respond to customer needs• To improve our visibility and support a sense of community
Outputs	Meetings are held quarterly at each retirement and extra care scheme. These are hosted by scheme managers, with other colleagues invited to attend as needed.
Resources	<ul style="list-style-type: none">• This is a staff cost with no additional resources required.
Timing and measures	<ul style="list-style-type: none">• Quarterly• Number of meetings held at each scheme• Evidence of impact: actions coming out of meetings



Local: a say in what happens in your community

Activity	Green team & Community inspectors
Objective A & B	<ul style="list-style-type: none">• Green team members: provide feedback on grounds maintenance, helping us to performance manage contractors and be responsive to grounds issues as they arise.• Community inspectors: provide feedback on wider estate management issues• Enables customers to hold us to account for the quality of our service• Builds customer trust and improves customer satisfaction when issues are promptly addressed
Outputs	Surveys collected and analysed
Resources	Staff time in collating and actioning the feedback
Timing and measures	<ul style="list-style-type: none">• Feedback captured monthly• Number of participants providing feedback• Actions taken as a result of the feedback



Local: a say in what happens in your community

Activity	Youth awards
Objective C	<ul style="list-style-type: none">• To enhance our reputation as a community partner• To build relationships with stakeholders
Outputs	Annual awards event
Resources	<ul style="list-style-type: none">• £2000 for trophies, prizes and photography. In 2025 this was sponsored by JPS.• Event hosted by Horsham District Council
Timing and measures	<ul style="list-style-type: none">• Annual: December• Number of nominations• Involvement of partner organisations• Positive media coverage gained



Local: a say in what happens in your community

Activity	Christmas grotto
Objective A & B	<ul style="list-style-type: none">• To build customer relationships, improve our visibility and enhance our reputation• Provides an opportunity to meet a group of customers who can be harder to engage with via other routes.
Outputs	<p>Annual event held at Saxon Weald House. Our Money Matters team are on hand to provide advice, and a free prize draw gives an opportunity for a short survey to be completed.</p> <p>For 2026, we will look to introduce a quiet hour session for neurodiverse children.</p>
Resources	<ul style="list-style-type: none">• £2500 for Santa, gifts, crafts, food and activities, plus staff time.• In 2025, £1500 was donated to the event by TSG.
Timing and measures	<ul style="list-style-type: none">• Annual: December• Number of families attending• Feedback gained from customers and the draw survey• Positive media coverage gained



Strategic: influence our policies, services and planning

Activity	Task and Finish groups
Objective A, B & C	<ul style="list-style-type: none">Using customer feedback, TSM results, complaints and Task and Finish group member input, we select a topic for scrutiny. The group is refreshed each time, allowing members to join for the topics that interest them, and allowing the opportunity to hear new voices.The group has grown in confidence, meaning they no longer need the services of an independent chair. Instead, we are recruiting a volunteer chair from among group members. The group gives customers the chance to learn new skills such as data analysis, while also building relationships and trust.Each scrutiny tasks provides suggestions for improvement, with the Customer Experience Committee ensuring service managers are held accountable for delivery of promised actions.
Outputs	<ul style="list-style-type: none">Detailed report and list of recommendations created by the groupPresentation to Customer Experience Committee
Resources	Volunteers are given a gift voucher per meeting as a thank you for their time. This amounts to approximately £1500 per topic. There are additional minor expenses for travel and refreshments.
Timing and measures	<ul style="list-style-type: none">Two topics per year, presented at May and November Customer Experience Committee meetingsNumber and diversity of customers interested in joining each topicNumber of recommendations agreed and completed



Strategic: influence our policies, services and planning

Activity	Policy & publications review group
Objective A & B	<ul style="list-style-type: none">• Customers review appropriate policies and publications, giving their feedback on whether it is clear and accessible, whether they agree with our position or if we have missed something.• This can feed into service improvement and helps to embed a customer-focussed culture.• It also helps to align service expectations.
Outputs	<ul style="list-style-type: none">• Feedback on the policy / publication shared with the appropriate team for consideration.
Resources	Staff time
Timing and measures	<ul style="list-style-type: none">• Feedback sought as needed• Number of people providing feedback• Number of policies / publications reviewed• Changes made to the policy / publication



Strategic: influence our policies, services and planning

Activity	Focus groups and in-depth interviews
Objective A & B	<ul style="list-style-type: none">• We will hold focus groups or a series of in-depth customer interviews responding to the needs of the business. This allows us to gather a deeper level of input on a topic than can be achieved via a survey.
Outputs	<ul style="list-style-type: none">• Feedback from meetings or interviews, highlighting common themes or concerns.
Resources	Gift vouchers are given as a token of our thanks for participation.
Timing and measures	<ul style="list-style-type: none">• Feedback sought as needed. Plans for 2026/27 include a focus group on our damp and mould response services in April. This will allow any improvements to be implemented before colder weather begins again later in the year.• We will also run a consultation on a new code of conduct for staff and contractors, following guidance on the new regulatory competence and conduct standard.• Number of consultations completed• Number of people participating• Changes made as a result of the feedback received



Strategic: influence our policies, services and planning

Board and committee membership: We have four customers as part of our Governance structure. This is an essential part of our customer-focussed culture, ensuring customer voice is heard at the most strategic level.



Customer voice in this plan

We want to make sure that customer views are taken into account in the preparation and delivery of this plan.

During January – March 2026, we will be adding a question to our Tenant Satisfaction Measure survey which will follow TP06 (satisfaction that your landlord listens to tenant views and acts upon them). This will be a free text question asking customers to explain their answer. We will use this feedback to create a survey about engagement to go to all customers in April/May, with the results being used to update this plan.

