



SAXON WEALD

Great homes, building futures

Our Corporate Plan

2021- 2025



Introduction

This corporate plan, extended for one year in 2024, is responding to the many challenges that the affordable housing sector has faced over the last five years.

Political uncertainty, Brexit, the Coronavirus pandemic, and the wars in the Ukraine and the Middle East have all played their dramatic part in economic and societal changes which will continue to play out over many years ahead. It has changed the way we interact with each other, our friends, family, and neighbours, and those who provide our services. It has been the cause of recent high inflation which has been so damaging to those on lower incomes. In times of such uncertainty, a safe, warm, and affordable home has never been more important.

Other significant events have influenced this plan, including the climate change crisis and the government's challenge for the UK to be net carbon zero by 2050. The tightening of building safety regulations post-Grenfell accompanied with the implementation of the Regulator of Social Housing's new consumer standard from April 2024 have also been significant factors.

This is a plan, therefore, that puts customers at the very heart of what we do. We must listen carefully to customers and their needs while delivering services reliably, efficiently and with a smile on our face. We want to be proud of the homes and services we provide. Our homes must be safe and warm, and we will invest our money to improve them.

We will begin the process of replacing outdated technology with modern, flexible, integrated systems that will enhance customer service and deliver efficiency across the business.

We will continue to build more affordable homes, and those homes will be of good quality, be closely matched to the needs of customers, and be highly energy efficient.

Our Vision

"Great homes, building futures"



About Saxon Weald

Saxon Weald is a thriving social business and community benefit society. This means we make a profit for purpose; reinvesting our money to improve existing homes and build new ones. We own and manage over 7,000 homes and provide services to more than 10,000 people across Sussex and Hampshire. Over 20 successful years in business, we have developed over 2,000 much-needed new affordable homes and employ over 250 colleagues.

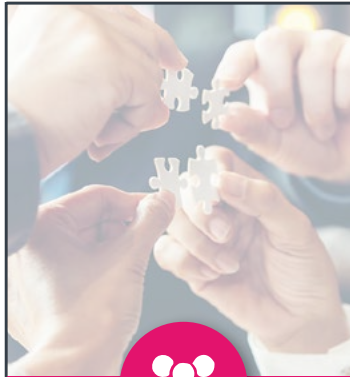
Our values

Saxon Weald has a set of values that underpins everything that we do and how we do it. They guide how we work and interact with colleagues, our customers, our partners and other stakeholders.



Be customer led

Start with the customer, putting their needs first. Listen to them carefully, be polite and open in conversation, understand what they really want and do your best to find a solution.



Be one team

We perform better when we work together towards a common goal. Get involved, collaborate and support each other, communicate often and well, share your ideas, help out where you can, and enjoy doing it!



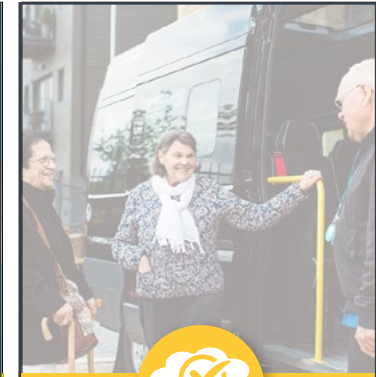
Be forward thinking

Embrace change, try new things, aspire to improve, learn and be curious, be positive and enthusiastic.



Be inclusive

Bringing together different people with different perspectives will give the best outcomes. Celebrate and value our differences and treat everyone equally and with respect.



Do the right thing

Act with integrity and empathy. Show respect, be compassionate and considerate. Take pride in your work, earn the trust of colleagues and customers. Do what's right and do a good job.

Our Purpose

We enable positive life chances by providing safe and secure homes



Focus on our customers

Focussing on our customers is our number one priority. We will engage with residents in a positive and open way, listening to their needs, wants and aspirations and providing timely, honest feedback. We must deliver services that are of good quality, doing the basics well and striving to meet our customers' expectations.

We are committed to:

- Build on the progress made by the customer task & finish group to review and improve our services.
- Using customer feedback and data to ensure we improve what we do in line with customer priorities.
- Improving the quality and speed of our HomeFix repairs service.
- Through our digital transformation programme, design services that are customer focussed, highly efficient, and lead to greater trust and customer satisfaction.
- Making sure that instances of damp, mould, and condensation are responded to in a timely and effective way.
- Ensuring that empty properties are refurbished quickly and efficiently to provide an affordable home for new customers.



Invest in our homes

We will survey and collect data on all our homes to better understand and plan for the investment needs. Our homes must meet a good standard, being safe, warm, and affordable. Communal areas also need to be looked after well. We will invest in improving our homes' energy performance, seeking to lower customer fuel bills and reduce our carbon footprint. Any new affordable homes that we build must be designed to be energy efficient.

We are committed to:

- Obtaining good quality data on all our homes to improve our investment decisions.
- Enhancing the warmth and energy efficiency of our homes through a fabric first approach.
- Making sure that our homes safe and secure, quickly dealing with any issues reported or found through our comprehensive inspection routines.
- Ensuring that communal areas are looked after well.
- Delivering a sustainable programme of good quality, energy efficient new homes that meet the needs of our customers.
- Finding solutions for homes that do not meet customer or business expectations, through disposal, re-generation, or re-development.

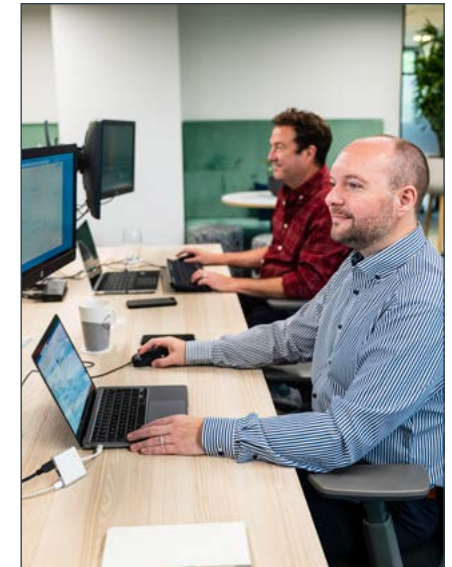


Be a great place to work

We work hard to create a great culture as Saxon Weald, one where commitment and dedication go together with a sense of purpose and enjoyment. We invest heavily in training and development, seeking to create a learning and coaching environment where people can show their best. Recently, the importance of positive mental and physical health has been highlighted like never before, and we have developed various innovative and engaging approaches to help and support our staff. We seek to create an environment where everyone feels welcome and valued, respecting, and celebrating our differences and treating people fairly.

We are committed to:

- Ensuring our behaviours and practices embrace and value diversity and are inclusive for all.
- Improving accountability and responsibility across Saxon Weald's leadership team.
- Embedding Saxon Weald's values into our customer focussed culture.
- Focussing the training programme on customer service excellence & improving our digital and analytic skills.
- Making sure that our employment offer remains competitive.
- Advancing a more professional housing service by promoting and achieving recognised qualifications.





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