





Welcome

Thank you for your interest in joining the Saxon Weald Board.

Saxon Weald is a thriving charitable Community Benefit Society, playing a vital role in providing affordable, high-quality homes across Sussex and Hampshire. The quality of the homes we provide and the services we deliver to our customers are at the heart of our strategy, which continues to evolve in response to growing local housing needs.

We are looking to appoint a Non-Executive Director (Customer) who is a current customer of Saxon Weald and who shares our commitment to putting our customers at the heart of everything we do.

Our recently launched Corporate Plan (2026 – 2029), **Delivering Better Together**, sets a clear and ambitious direction to deliver better homes, better services and stronger communities by listening closely to our customers and focusing on what matters most.

Our role as a Board is to ensure we respond to that challenge, not by starting over but by doing better, with greater focus, clarity and collaboration.

As a non-executive director you will play a vital part in helping to shape that journey.

You will bring independent oversight, constructive challenge and strategic insight, ensuring that every decision we make is grounded in customer experience and delivers real value for the communities we serve.

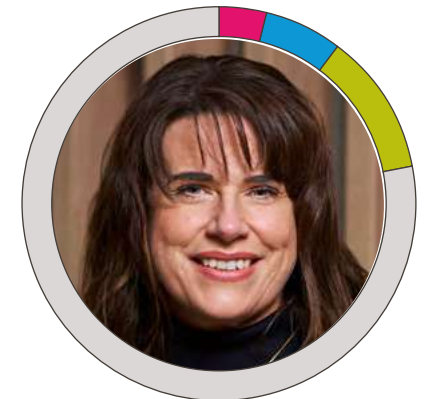
On the following pages, you will find a perspective from a current Board member who is also a Saxon Weald customer, offering a more personal insight into what it is really like to be part of the Saxon Weald Board. You will also find further information about the role, the values and behaviours that guide our Board, and the commitment involved in making a meaningful contribution.

We hope this gives you a clearer sense of the impact, responsibility and reward that comes with the role and look forward to receiving your application.

Simon Hardwick & Hannah Eaton



Simon Hardwick
Chair



Hannah Eaton
Vice Chair and Chair of
Remuneration Committee



Being a Board member at Saxon Weald



What does it feel like to be a Board member at Saxon Weald and to help shape decisions that impact customers' lives every day?

One of our longest-serving Board members Hannah Eaton, shares her experience of what makes this role so meaningful, what great Board membership looks like in practice, and why it might be the right next step for you.

What have you enjoyed most about your time on the Board?

What I have enjoyed most is the opportunity to help shape the direction of Saxon Weald while ensuring that customers remain at the heart of everything the organisation does. As a resident Board member, I've been able to bring a real customer perspective into strategic discussions, helping to ground decisions in lived experience and challenge us to think about the impact on customers day to day.

I have also hugely valued working with such committed, skilled and genuinely passionate people.

From the Executive Team through to colleagues across the organisation, Saxon Weald has a strong culture of care, professionalism and purpose. It has been a real privilege to work alongside staff who are so dedicated to making a positive difference for customers.

Finally, I've really enjoyed working with my fellow Board members. They are an exceptional group of experts who bring a wide range of skills, perspectives and experience. Having been involved in recruiting many of them, and as the longest serving Board member, I'm incredibly proud of the Board we have built together and the way we work collaboratively to support and challenge the organisation.

What skills or qualities do you think make a good Board member?

A good Board member needs a strong commitment to the organisation's purpose and values, and for Saxon Weald, that means being genuinely customer focused. The ability to listen, ask thoughtful questions and consider different perspectives is just as important as having professional expertise.

Strategic thinking is key, alongside the confidence to challenge constructively and the judgement to know when to support

and when to probe. Board members also need integrity, curiosity and a willingness to keep learning, particularly in a sector that is constantly evolving.

Most importantly, being a Board member is about teamwork. The best Boards are built on trust, mutual respect and a shared commitment to doing the right thing for customers and communities.

What have you gained personally from the experience?

Working at a strategic level in a sector outside my day job has broadened my thinking, strengthened my governance and leadership skills, and given me valuable insight into how complex organisations operate.

I've also gained a huge sense of pride and fulfilment from contributing to Saxon Weald's journey and helping to set its direction. Being part of important decisions, supporting the organisation through challenges, and seeing the positive impact on customers has been immensely rewarding.

Above all, I'll take away lasting relationships and a deep respect for the people who make Saxon Weald what it is, staff, customers and Board members alike. It has been a genuinely enriching experience, and one I would wholeheartedly recommend to others considering becoming involved.

Hannah Eaton



Making your application

Thank you for your interest in the Non-Executive Director (Customer) role with Saxon Weald.

Please read these brief guidance notes prior to making your application so that you are clear on our requirements. Hilary Channing Associates have been engaged to handle the recruitment process but in the first instance please send your CV to www.jobtrain.co.uk/saxonweald/Home/Job.

Your CV

Please keep it concise and a maximum of 4 sides of A4. Please let us know at the earliest opportunity if there is any potential conflict of interest with any other positions you hold.

There are three questions for you to complete online as part of the application process. This is your opportunity to demonstrate your suitability for the role and should clearly convey your motivation as well as your relevant skills and experience.

1. What attracted you to apply for the board role with Saxon Weald?
2. What experience, skills or personal perspectives would you bring to this role? Please include two examples that show us how your experience and skills would transfer across to the NED role?
3. What would help you feel confident to share your views and experiences in board discussions?

If you would like an informal discussion with Hilary prior to making your application, please email hilary@hilarychanningassociates.co.uk to schedule a call.

We look forward to receiving your application.

Hilary Channing

Managing Director
Hilary Channing Associates

Recruitment process and key dates

We need to receive your application by 9am on Thursday 4 June 2026.

Candidates who are shortlisted for an initial interview will be invited to meet online with Hannah Eaton, Vice Chair and Chair of Remuneration & Nominations Committee, Laila Court, NED and Hilary Channing from Hilary Channing Associates, a consultant working with us to support the recruitment process. We aim to be as flexible as possible with interview timings available both during the day and early evening.

The final interview will be held in person at Saxon Weald House and will be with the Board Chair Simon Hardwick, Hannah Eaton and Laila Court. Corinna Bishopp our Chief Executive will attend as an observer.

Recruitment Stage	Dates
Closing date for receipt of applications:	Thursday 4 June 2026 at 9am
Initial interviews (online):	Monday 15 June (evening) or Friday 19 June (early afternoon)
Final interview (in person):	Thursday 2 July (evening) or Friday 3 July

Please let us know if you are unable to attend on the interview dates.

We strive to be as flexible as possible, however, arranging the final interviews at Saxon Weald on alternative date may be challenging, due to the availability of the appointments panel members.



About us

Formed in 2000, Saxon Weald is a thriving housing association managing approximately 7,000 homes across Sussex and Hampshire. We provide affordable rented homes for individuals and families, as well as properties exclusively for the over 55s. We have 11 extra-care schemes providing much needed additional support for residents. We also provide homes for market rent, shared ownership and outright sale through our Weald Living brand.

As a social business and community benefit society, we make a profit for purpose: reinvesting the money we make into improving existing homes and building new ones.

With our fantastic head office in Horsham, we employ over 250 people to deliver a wide variety of services to our customers.

Great homes, building futures

The link between housing, health and education is well established. Our vision is centred around our drive to provide people with safe, warm, affordable homes to enable them to go on and make the most of their lives.

Saxon Weald's values

Saxon Weald's values are our underlying principles and are what matter most to us. When it comes to being customer led, understanding customers and their needs are central to our success. We need to know how customers think our services are performing and use that insight to drive us forward. This means putting customers at the heart of our decision making at every level of the organisation.

These five values guide us every day in everything that we do:

-  **Be customer led**
-  **Be one team**
-  **Be forward thinking**
-  **Be inclusive**
-  **Do the right thing**





DELIVERING BETTER TOGETHER

2026 - 2029

CORPORATE PLAN

Saxon Weald's corporate plan sets out how we will deliver better homes, better services and stronger communities by listening to our customers and focusing in on what matters most.

Shaped by extensive customer and colleague research, this plan responds directly to what people told us. They want safe and secure homes, reliable services, clearer communication and faster problem-solving. It is not about starting again, but about doing better, with greater focus, clarity and collaboration.

We will achieve this by strengthening leadership and culture, using data and technology more intelligently, and ensuring every pound we spend delivers real value for customers.

Our core areas of focus

Over the next three years, we will focus on four core areas that guide how we operate and make decisions:



Leadership and culture

Develop a culture of openness and collaboration. Colleagues feel empowered, take ownership of their work and contribute to improvement.



Technology, tools and data

Harnessing modern technology, data and insight to simplify processes, improve decision making and deliver faster, more reliable services.



Communication and trust

Improving how, when and why we communicate. Customers will feel informed, listened to, confident in the service they receive and safer in their communities.



Value for money

Using resources transparently and responsibly to deliver growth, sustainable services, strong governance and long-term financial stability.



Structure and governance

Saxon Weald is a charitable community benefit society, registered with the Financial Conduct Authority. We are regulated by the Regulator of Social Housing with a current (G2, V2, C2) rating.

As part of our transformation and as set out in our corporate plan, we are making progress to improve our regulatory governance rating. Our mission to return to G1, C1, V2 includes a stronger approach to data, financial controls and property safety.

For more information about Saxon Weald please visit www.saxonweald.com.

Key documents such as the Corporate Plan, Financial Statements, Annual Report for Residents, and the Customer Experience Strategy are available here:

www.saxonweald.com/about-us/publications



Board and committee structure

Saxon Weald Board

<p>Chair: Simon Hardwick</p> <p>Members: Gary Bellenger Jo Boswell Laila Court Kalwant Grewal Susan Morris Neil Perrins Graham Stark</p>	<p>Vice Chair: Hannah Eaton</p> <p>Executive Members: Corinna Bishopp</p> <p>Company Secretary: Rachel McGoff <i>(Rachel is not a Board Member)</i></p>
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Audit & Risk Committee (ARC)

Chair: Neil Perrins

Members:
 Jo Boswell
 Laila Court
 Kalwant Grewal
 Andrew Wiseman*

Asset Management & Development Committee (AMDC)

Chair: Graham Stark

Members:
 Gary Bellenger
 Kalwant Grewal
 Susan Morris

Remuneration and Nominations Committee

Chair: Hannah Eaton

Members:
 Simon Hardwick
 Susan Morris
 Laila Court

Customer Experience Committee

Chair: Jo Boswell

Members:
 Hannah Eaton
 Susan Morris
 Gary Bellenger
 Jacqueline Garman**
 Adam Curtis**

*Audit & Risk Committee Member only
 **Customer Experience Committee Members only

Our Board and how we are governed

Our Board is made up of 10 people, nine non-executive directors and the Chief Executive.

Their remit is to establish and review policies, strategies and service standards in accordance with the legislation and requirements set by the Regulator of Social Housing.

In addition, they make decisions about resourcing and budgets, and are responsible for monitoring and reviewing our performance.



Simon Hardwick, Chair

Simon joined Saxon Weald in March 2021. He is a lawyer by profession and specialised in commercial property, development and construction. He was a partner at Pricewaterhouse Coopers (PwC) until his retirement from the firm at the end of 2015. Since then, he has held non-executive Chair and director roles in private and publicly owned businesses - primarily in the property and construction sectors.



Hannah Eaton, Vice Chair

Hannah grew up in West Sussex and after moving away has returned to raise her family. She lives in Washington and has been a shared ownership tenant with Saxon Weald for 5 years. Hannah currently works as a Project and Change Manager in justice services across the south coast. She has worked in public services for 20 years within homelessness, performance management and commissioning.



Corinna Bishopp

Corinna joined Saxon Weald as Chief Executive in May 2025, bringing over 30 years' experience leading high performing teams and business improvement across the housing and health sectors. A qualified Chartered Accountant and accredited coach, she is passionate about empowering individuals, driving strategic focus, and improving outcomes for customers and communities.



Gary Bellenger

Gary is a seasoned senior management professional with extensive experience in transformation, asset management, and sustainability within the social housing sector. Over two decades, he has held senior leadership roles across major housing associations, including Aster Group, A2Dominion, Metropolitan and Wandle, where he has spearheaded innovative asset strategies, modernised customer services, and delivered large-scale procurement frameworks.



Kalwant Grewal

Kalwant has extensive experience across healthcare, social housing and not-for-profit sectors, with strong expertise in governance, strategic leadership, and financial management. Throughout his career, he has held numerous senior roles, including Non-Executive Director, Committee Chair, and Executive-level positions, where he has led transformative initiatives that significantly impacted community development and organisational success.





Neil Perrins

Neil brings a wide range of experience from holding senior roles in the housing sector and beyond, and is Chief Financial Officer at housing association CHP, based in Essex.

Neil previously worked at Barking Riverside, where he was Finance Director. Prior to that he was the Executive Director of Resources at Golding Homes and spent 15 years at Transport for London, his final role being the Head of Financial Planning & Analysis.



Jo Boswell

Jo is an independent consultant providing advisory and coaching services to Boards and senior leaders to help them drive improvements in customer experience. She helps organisations work out how to utilise customer data, insight, and technology; and supports them in leading the cultural change needed to transform customer experience and improve business results.



Graham Stark

Graham is Development Director for a privately owned investment and development company based in central London and has over 25 years experience in property development managing large portfolios and projects. Most recently he has successfully led a new innovation district at and a large residential scheme in London. Graham has a keen interest in residential development and in creating great places that put the customer first.



Laila Court

Laila brings broad experience from her time working at British Airways and Shell. She has extensive experience in overseeing large-scale digital transformation programmes across various industries, always placing the customer at the core of any delivery initiatives. Laila's deep passion for technology and digital innovation drives her commitment to enhancing customer experiences and achieving business excellence.



Susan Morris

Susan has been a tenant with Saxon Weald for over a decade. Her interest in business started while working alongside her father in the family firm. She now has shared ownership/directorship of a business that specialises in psychoeducation and coaching for individuals with autism, ADHD, trauma and mental health issues. Susan has worked in the charity, education and research sectors in roles ranging from teaching, special educational needs to youth advisor.



Role profile and specification

Non - Executive Director (Customer)

Overall purpose

- To provide appropriate oversight, governance and leadership of Saxon Weald in pursuit of its strategic aims, and to add value to the organisation by contributing experience, expertise and insight.
- To scrutinise the performance of the organisation in meeting agreed goals and objectives and monitor the reporting of performance.
- To ensure that the customer voice is authentically represented, heard and acted upon in decision-making, with robust mechanisms in place to capture insight and drive continuous improvement.

Principal responsibilities and obligations

- To act in the best interests of Saxon Weald.
- To uphold and promote the core policies, purpose, values and objectives of the association and proactively develop an understanding of the organisation's strategic context to facilitate this.
- To uphold principles of good governance such as high ethical standards, accountability, customer first approach, openness, diversity and inclusion, review and renewal, clarity, control and effective structures.

- Contribute to and share responsibility for the Board's decisions.
- Prepare for meetings, training sessions and other events by reading papers and, where necessary seeking clarification in advance.
- Attend Board meetings, Board Seminar Days and any Committees, induction, training and appraisal, actively participating in meetings and task groups.
- Represent the Association on occasion at external events.
- Take part in setting and reviewing the association's strategy, aims and objectives.
- Be accountable to residents for service delivery.
- Uphold and comply with the NHF Code of Governance, organisational values and any other codes of conduct and standards including the Regulator of Social Housing.
- Uphold and comply with the Association's policies and procedures including standing orders and financial regulations.
- Understand the constitutional and legislative framework of the Association and act within its powers.

Skills and Abilities

We are specifically seeking a Saxon Weald customer to take on this role. You may bring transferable skills from your current job, previous roles or voluntary experience. No prior Non-Executive Director (NED) experience is required, as full training and support will be provided.

Drawing on your lived experience as a Saxon Weald customer, you will demonstrate the ability to adopt a broader, strategic perspective, using your insights to inform board discussions while maintaining objectivity.



We are looking for candidates who can demonstrate their:

- Strong commitment to the organisation's ethos, purpose and values
- Strong customer focus
- Strategic mindset, alongside the confidence to challenge constructively and the judgement to know when to enable and when to probe
- High levels of integrity, curiosity and a willingness to keep learning, particularly in a sector that is constantly evolving
- Ability to listen, ask thoughtful questions and consider different perspectives
- Ability to operate as a NED, with training and support
- Active interest in social housing and a willingness to become fully acquainted with all aspects of the business
- Proven ability to work effectively as part of a team that makes collective strategic decisions
- Excellent communication and decision-making skills
- Ability to develop and maintain strong relationships with the Chair, other NEDs, Chief Executive and employees of Saxon Weald
- Strong commitment to equality, diversity and inclusion
- An understanding of the role of the Board and willingness to accept statutory duties, responsibilities and liabilities of Board Membership in a registered provider.

Helpful skills and experience

- Comfortable working with basic financial information and asking questions.
- Ability to interpret information and identify trends or insights from data
- Ability to assess opportunities and potential risks.

Behaviours and Commitment

- A passion for great customer service for our residents.
- Demonstrates the highest standards of ethical behaviour and is positive, solutions focused and constructive in their approach to the role of the Board.
- Self-managing, taking responsibility for own behaviour and development.
- Well-organised, manages time well and able to assimilate and comment on complex information and reports.
- Committed and adaptable and with sufficient time to undertake the role





Eligibility

We are looking for a Board member who is a current resident of Saxon Weald (tenant, leaseholder, or shared owner).

There are some circumstances where an individual may not become (or remain) a member of the Board. We therefore ask you to confirm the following:

- You are not considered to be in material or serious breach of your tenancy or lease (including rent arrears), or subject to a possession order, anti-social behaviour order or injunction.
- You are not bankrupt or subject to an agreement with creditors; or are disqualified from being a Director of a company, a Board Member of another registered charity, or a charity trustee for any reason.
- There are no conflicts of interest that would preclude you from taking up the role of Saxon Weald Board Member. If you think you have potential conflicts of interest, please let us know when/if you are selected for interview.
- That you have not been convicted of an indictable offence which is not, or cannot be spent or been charged with a serious offence that warrants a trial by a jury.



Summary of key terms

Remuneration £5,592 per annum

Tenure 2 terms of 3 years (maximum 6 years)

Attendance and time commitment

There are:

- Four board meetings a year which are held in person at Saxon Weald House from 5pm to 7pm on a Tuesday evening
- Two board strategy days (full days)

The successful candidate will be asked to serve on one or two committees. All Committee meetings are held virtually, and each committee meets four times a year, with the exception of Remuneration and Nominations Committee which meets twice a year.

In addition, the role involves time for any pre meetings, meeting preparation and reading board papers, participating in an annual board appraisal, completing induction training and undertaking personal development, as appropriate.



Scheduled Board meetings

(for the remainder of 2026)

Board meetings

20 October 2026 In person at Saxon Weald House, Horsham

15 December 2026 In person at Saxon Weald House, Horsham

Board away days

November 2026 Full day, in-person

Committee meetings

Audit & Risk

Virtual – 5pm (Tuesdays)

29 September 2026

1 December 2026

Asset Management & Development

Virtual – 6pm (Tuesdays)

15 September 2026

10 November 2026

Remuneration & Nominations

Virtual – 6pm (Tuesdays)

Next meeting January 2027

Customer Experience

(subject to Board approval) –
6pm* (Tuesdays)

September 2026 (virtual)

17 November 2026 (in-person)



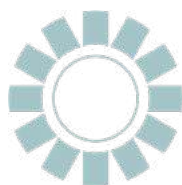




SAXON WEALD

Great homes, building futures

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