

Customer service strategy

2026-2028

2026-2028

We're Sage Homes



Our purpose

Why we come to work

The constant pursuit of homes people love

When we get it right, our customers really do love their homes.

Our mission

What we do

We strive to provide the best affordable homes with the best customer support

Our teams put in every effort to provide customers with the best homes and the best support available.

Our ethos and behaviours

How we work

A unique mix of ambition and empathy

At Sage, ambition drives us to aim high – to challenge the norms, to go the extra mile, to deliver our best. We balance this with empathy: truly listening to, and caring about, our customers and colleagues. Because when ambition and empathy come together, we are truly at our best.

We focus on recruiting and training dedicated people, in line with our Training and Development Strategy, to meet our ethos of ambition and empathy. We evaluate our people twice a year against our behaviours, the three R's: Respectful, Responsible and Responsive. It's vital to Sage's customer service that all our colleagues, whether customer-facing or not, live and breathe these behaviours.

You can find out more about Sage Homes, our vision and mission, ethos and behaviours, aims, objectives and plans for the future in our Corporate Plan: www.sagehomes.co.uk/corporate-plan

The Three Rs

The three Rs are our behaviours; they are the principles that shape the way we work, making sure customers are at the heart of every decision we make.



Responsible

We take personal responsibility for our customers' needs. We listen, are curious and ask questions to make sure we fully understand. We take pride in driving tasks and actions to completion.

We proactively support our colleagues, willingly taking responsibility and ownership for delivering beyond what is needed to collectively succeed.



Respectful

We respect our customers. We listen to them, empathise with them and build rapport to make sure they feel heard and are safe and comfortable in their homes.

We're kind to our colleagues, respecting all our different skills, views, contributions and experiences, recognising the value we all bring to achieve success.



Responsive

We communicate with our customers promptly, being honest and transparent with what we can deliver, and by when.

We respond to our colleagues quickly, sharing knowledge and information willingly and being honest about how we can help and by when.

We measure our people's perceptions on whether Sage is supporting them to put the customer first, through bi-annual surveys, and deliver ongoing training to help colleagues fully understand and embrace the Three R's.



Our customer service objective

We strive to deliver high-quality customer services that combine excellence with affordability. Drawing on customer feedback and sector best practices, we have shaped a clear vision for the future of our customer service and overall experience. These services will be fair, equitable and available to all our customers, co-designed with them, ensuring they are accessible to all.

Our customer service vision is built on easy access to services and information for all customers, including convenient self-service options. We will ensure a fully trained workforce across all services: one that listens, responds promptly, and resolves enquiries efficiently. Professionalism and administrative excellence will be at the heart of our approach.

Customers will benefit from simple contact options and clear communication throughout every stage of service delivery. We will maintain a transparent, positive and supportive attitude, aiming to resolve enquiries at the first point of contact and working diligently to put things right if issues arise.

Our ultimate goal is to create happy customers who consistently enjoy a positive experience when engaging with us.



Beverly Hills
19 NORTH RODEO DRIVE CA. 84 90210

OUR STRATEGIC GOAL

Delivering the best for our customers

The Sage Homes Corporate Plan 2026-30 targets a level of customer satisfaction in the social housing sector's top quartile for both our low-cost rental accommodation (LCRA) and low-cost home ownership (LCHO Shared Ownership) customers. This satisfaction level will be measured through an annual perception survey, in line with all Registered Providers in England, as part of the Tenant Satisfaction Measures (TSM) required by the Regulator of Social Housing.



Sage's annual perception survey will continue to be conducted by an independent research agency, who contact a random sample of customers by telephone (or another accessible method, subject to the customer's requirements) to ask them set questions as set out in the TSM. Sage Homes aims to be in the top quartile amongst comparable Registered Providers, as a minimum, for both customer groups each year, compared to the most recent data provided by the Regulator of Social Housing.

While our objective is to be in the top quartile as a minimum, we strive to continually improve to deliver sector-leading customer service. To achieve this, Sage must ensure that all aspects of the customer experience are delivered to a high standard throughout the year.

Our customer service target

Our annual customer satisfaction survey provides the key performance indicator for our success in the field of customer service. We've set ambitious targets for the three years ahead.

	2025 performance	2026 target	2027 target	2028 target
Rental customers overall satisfaction	76%	80%	80%	80%
Shared owners overall satisfaction	60%	60%	62%	64%



Our Customer Scrutiny Panel meet regularly throughout the year with leaders from across Sage to give feedback, discuss service improvements and test out new innovations.

Sage will continue to take feedback from thousands of customers across all customer service areas, to understand what drives satisfaction and dissatisfaction. This feedback comes from a range of surveys, both quantitative and qualitative, coupled with in-depth service investigations run by our Strategic Customer Scrutiny Panel and our Customer Voice Panel to truly understand the lived experience of a Sage customer. All of this feedback will continue to help Sage to identify and focus on improving what is important to customers, what needs to improve and how to measure it throughout the year to increase performance and become the best we can be.

To underpin this strategy, we have developed three strategic pillars that include individual measures that customers say are important to them. These pillars have been developed by listening to our customers and taking on board their feedback. They are:

- 1. Providing easy to access services for all**
- 2. Supporting customers in an open, fair and transparent manner**
- 3. Resolving queries promptly and professionally.**

These categories have a number of indicators which Sage tracks and aims all to meet top quartile sector benchmarks.

STRATEGIC PILLARS AND TARGETS

Providing easy to access services for all



The majority of customers have told us that they want to use digital services in their day-to-day dealings with Sage Homes. We have co-created our resident portal My Sage Home with customers and regularly co-create and test new functionality with customer groups to ensure that we deliver digital services that work for them. We commit to doing this going forward to ensure continual improvement to our digital platforms. We will continue to deliver regular communications to inform customers of the functions that are available on the portal, to encourage customers to use it and to listen to feedback on those services, in order to improve. To be a leader in customer satisfaction, we know that we need to ensure customers can access our digital services and feel increasingly comfortable using it to report their issues in real time and answer questions about their homes or tenancies through digital services such as Livechat or the information provided.

Customers have also told us that digital services aren't appropriate for all customers or all queries, therefore it is important that Sage is available via other channels when customers need us. We recognise that the telephone is the most common alternative communications method and are committed to answering customer calls promptly within office hours and ensuring a robust emergency support on the phone round the clock.

We will ensure services are accessible to all, for example by giving customers the name of their Homes and Communities Officer with whom they can speak and meet when they are in their community.

We will continually review our practices, update our data and analyse feedback to ensure that customers with protected characteristics or diverse needs are able to access our services fairly and equitably.

Performance metrics and targets

Monthly operational targets and data tracked

Performance metrics:	2025 performance	2026 target	2027 target	2028 target
Portal registration rate	88%	88%	90%	90%
% Cases generated via portal	21%	30%	35%	40%
Chatbot closures	86%	90%	90%	90%
Call answer rate	91%	90%	90%	90%
Call wait time (median)	19	60	60	60

Customer satisfaction with:	2025 performance	2026 target	2027 target	2028 target
Able to make repairs appointment	80%	80%	80%	80%
Speed of initial follow up after antisocial behaviour reported	60%	65%	67%	69%
Speed of initial follow up after neighbourhood case reported	64%	65%	67%	69%

Annual perception survey targets

Satisfaction with:	2025 performance	2026 target	2027 target	2028 target
Rental customers satisfaction with digital services	87%	87%	87%	87%
Shared owners satisfaction with digital services	72%	74%	75%	75%
Rental customers ease of getting in touch	87%	85%	85%	85%
Shared owners ease of getting in touch	68%	70%	70%	70%

STRATEGIC PILLARS AND TARGETS

Supporting customers in a transparent and honest manner



Customers have told us that how we communicate is key to their sense of being supported. From the first interaction with a Sage team member to the conclusion of their issue, Sage will aim to ensure that customers feel heard and are kept up to date with progress. The service areas that most affect customer satisfaction are:

- The first point of contact with the Customer Care Team
- The delivery of a repair
- The management of anti-social behaviour
- Support from their Homes and Communities Officer
- Investigation of their complaints

In order to maintain high standards of customer satisfaction in these areas, we will:

Ensure that customer data is up to date so that they are communicated with in accordance with their communications preferences and reasonable adjustments.

Communicate clearly with customers at key stages of the customer process. This will be proactive and in a timely manner and from a named team member.

Improve the quality of operational communications, ensuring that Sage's tone of voice is adhered to and that communications are clear, concise, empathetic, professional and easily understood.

Where necessary, forge strong relationships with local agencies to ensure customers can get the support they need from the right services.

Performance metrics and targets

Sage will continue to conduct regular surveys across key service areas and report team performance to the Leadership Team (and Boards where appropriate) to ensure high performance and improvement where required.

Sage has built a strong customer-centric culture which is delivered by our people, and we commit to ensuring that our teams are supported by the company to deliver for customers. Sage has worked with customers and colleagues to renew our purpose, mission, ethos and behaviours so that team members feel confident in delivering a respectful and responsive service delivered with respect and based on empathy. We will continue to promote these across the organisation, building them into training and induction materials.

Each year, Sage conducts an employee survey to understand how staff feel about their roles and work. We measure whether teams are well supported to deliver for our customers and this is key to supporting customer needs.

Monthly operational targets and data tracked

Satisfaction with:	2025 performance	2026 target	2027 target	2028 target
Call satisfaction with Customer Care team	76%	81%	83%	85%
Informed throughout Repairs process	72%	75%	77%	79%
Informed throughout handling of antisocial behaviour	56%	60%	62%	64%
Helped to resolve neighbourhood issue	52%	60%	62%	64%
Supported by Complaints team	52%	60%	62%	64%
Repairs treated with fairness and respect	73%	77%	79%	80%
Antisocial behaviour treated with fairness and respect	75%	77%	79%	80%
Performance:	2025 performance	2026 target	2027 target	2028 target
Cases responded in target (%)	97%	85%	90%	90%

Annual perception survey targets

Satisfaction with:	2025 performance	2026 target	2027 target	2028 target
Rental customers treated with fairness and respect	85%	86%	88%	88%
Shared owners treated with fairness and respect	68%	70%	71%	72%
Rental customers listens and acts	70%	71%	73%	75%
Shared owners listens and acts	43%	45%	47%	50%
Sage Homes staff survey: Sage supports my team to put the customer first	80%	80%	82%	84%

STRATEGIC PILLARS AND TARGETS

Resolving queries promptly and professionally



While the ability to access services and feeling supported are important, professional and prompt resolution of issues are key to driving customer satisfaction.

Promptness is measured through operational data from the service teams to prove that they are getting to issues within the timelines agreed with customers. Leaders at Sage can track this regularly to ensure that customer issues are being resolved. The primary areas for timely resolution are:

- Routine repairs completed within 20 working days and emergency repairs completed within 24 hours.
- Customer case resolution deadlines met across all teams.
- Complaint responses delivered within 10 working days for Stage 1 and 20 working days for Stage 2.

While we may get to customer issues promptly, it is also important to deliver resolutions with professionalism.

This is measured through survey responses of satisfaction relating to the key service areas mentioned above. Sage works with a number of partners to deliver repairs, communal cleaning and landscaping, we are also reliant on a number partners to resolve issues such as anti-social behaviour. Our professionalism in our communications with customers and management of partners directly relates to the confidence and satisfaction felt by customers. Sage tracks customer satisfaction across all these areas and also manages the performance of contractors to ensure high performance.

Like all providers of affordable housing, we are very focused on protecting our customers from damp and mould. We have a range of services and processes to ensure that customers can report concerns quickly, issues are resolved promptly, and communication continues with the customer following the remedying of the damp and mould, to ensure that it does not return.

Performance metrics and targets

Monthly operational targets and data tracked

Satisfaction with:	2025 performance	2026 target	2027 target	2028 target
Professionalism of complaints staff	67%	60%	62%	64%
Satisfaction with repairs service	73%	80%	81%	82%
Satisfaction with approach to handling antisocial behaviour	62%	60%	65%	68%
Satisfaction with neighbourhood services	50%	60%	62%	64%
Satisfaction with homeowner services	60%	60%	62%	64%
Rental customers satisfaction with defects service	84%	80%	80%	80%
Shared owners satisfaction with defects service	69%	68%	70%	70%

Performance:	2025 performance	2026 target	2027 target	2028 target
Routine repairs completed within 20 business days	84%	85%	88%	90%
Emergency repairs completed within 1 day	92%	98%	98%	98%
Stage 1 complaints escalated to stage 2	30%	21%	21%	21%
Stage 1 complaints responded within timescales	98%	96%	96%	96%
Cases resolved in target (%)	93%	85%	90%	90%

Annual perception survey targets

Satisfaction with:	2025 performance	2026 target	2027 target	2028 target
Rental customers satisfaction with communal maintenance	73%	75%	75%	75%
Shared owners satisfaction with communal maintenance	55%	55%	55%	55%
Rental customers satisfaction with approach to handling antisocial behaviour	62%	66%	67%	68%
Shared owners satisfaction with approach to handling antisocial behaviour	43%	46%	47%	48%
Satisfaction with repairs service	74%	80%	81%	82%
Rental customers satisfaction with approach to handling complaints	43%	44%	46%	48%
Shared owners satisfaction with approach to handling complaints	18%	29%	31%	33%

Governance

It's important that performance against the Customer Service Strategy is measured and regularly assessed by the Sage Homes Executive and the Boards. The metrics set out in the strategy will form the basis for monthly reporting to the Sage Leadership team. The Leadership team will review performance and take actions to drive the necessary improvements if targets aren't being met.

Delivery of the Customer Service Strategy will be overseen by the Customer and Assets Committee, which meets quarterly. The Customer and Assets Committee will provide assurance to the Sage Boards if the appropriate progress is being made against the targets. Should the Committee believe that there are risks in not meeting targets, they will raise these to the Sage Boards for discussion.

Supporting strategies

The Customer Service Strategy has been developed in line with Sage Homes' Customer Charter, Customer Engagement Strategy and all relevant policies.





020 8168 0500
mysagehome.co.uk
sagehomes.co.uk

VAT Reg. no. GB 348 9084 59

London Office

5th Floor
Orion House
5 Upper St Martin's Lane
London, WC2H 9EA

Northampton Office

2nd Floor
Lancaster House
Nunn Mills Road
Northampton, NN1 5PA