



Annual Report & Financial Statements

*This report covers the period
1 April 2025 to 31 March 2026*

Co-operative and Community Benefit
Societies Act 2014 Register No. 32427R



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£7m
Warm Homes
funding awarded
for Wave 3 build

Welcome

to our review of 2025/26



Kim

James

Every Tenant Deserves the Best Possible Home and Service. This vision drives our Inspiring Saffron strategy, our activity and decision making. This report covers the financial year 2025/26 and highlights a stable performance and several key achievements despite continued economic headwinds and operating environment complexity.

Following our inspection in the previous year by the Regulator for Social Housing, where we were awarded the top C1 consumer grade and maintained our G1 Governance and V2 Financial Viability grade, we have continued to build on the solid foundation we have established, improving data quality, investing in technology and delivering service improvements.

We continue to invest in new and existing homes to support the provision of affordable housing across the region and are pleased to have delivered 101 new affordable homes across Norfolk and Suffolk, including 26 homes at our flagship Harleston development where we have achieved a 25% biodiversity net gain underlining our commitment to sustainability.

We are also delighted to report that 99% of new homes have achieved an EPC rating of B or above.

Investment in existing homes is a key priority and we were really pleased to attract £6.94m of Warm Homes grant funding over the next 3 years. We have also achieved 100% compliance with Decent Homes standard and new Awaab's Law legislation by taking an organisation-wide approach to ensure alignment and embedding.

As we continue towards our goal of achieving 90% satisfaction we have doubled the size of our Tenant Satisfaction Measures (TSMs) sample size and expanded our range of collection methods. As expected and consistent with this change we have seen a marginal reduction in overall satisfaction, with most TSM scores remaining broadly the same as in the prior year.

What is encouraging is that we are seeing significant improvements in service quality, with 93.7% of repairs being completed first time and 91% of complaints responded to within timescales, up from 73.8%. Sector insight provided by Housemark highlights that transactional service improvements can take 18 months to translate to overall perception improvements.

We were also proud to report that we were awarded a Royal Society for the Prevention of Accidents (RoSPA) Gold Award for our Health and Safety for the fifth year in a row, underlining our commitment to tenants.

You can read more about this prestigious award on page 39.

Given the continuation of economic headwinds and operating environment complexity, we continue to deliver increased value for money and optimise capacity, as we explore both organisation level improvements and new partnership opportunities. We have launched an organisation-wide transformation programme – Delivering What Matters – that has seen us map and improve end-to-end processes and tenant journey as well as invest in technology to improve tenant and colleague outcomes and drive efficiencies.

We have also, through a joint partnership with Freebridge, set up a cost sharing vehicle to explore synergies across both organisations and have already started sharing development services.

We have recently been appointed as Chair of the Norfolk and Suffolk Housing Partnership, which brings together housing providers and local government across both counties, including housing associations, local authorities and county councils.

Kim Newman – Chair

James Francis – CEO

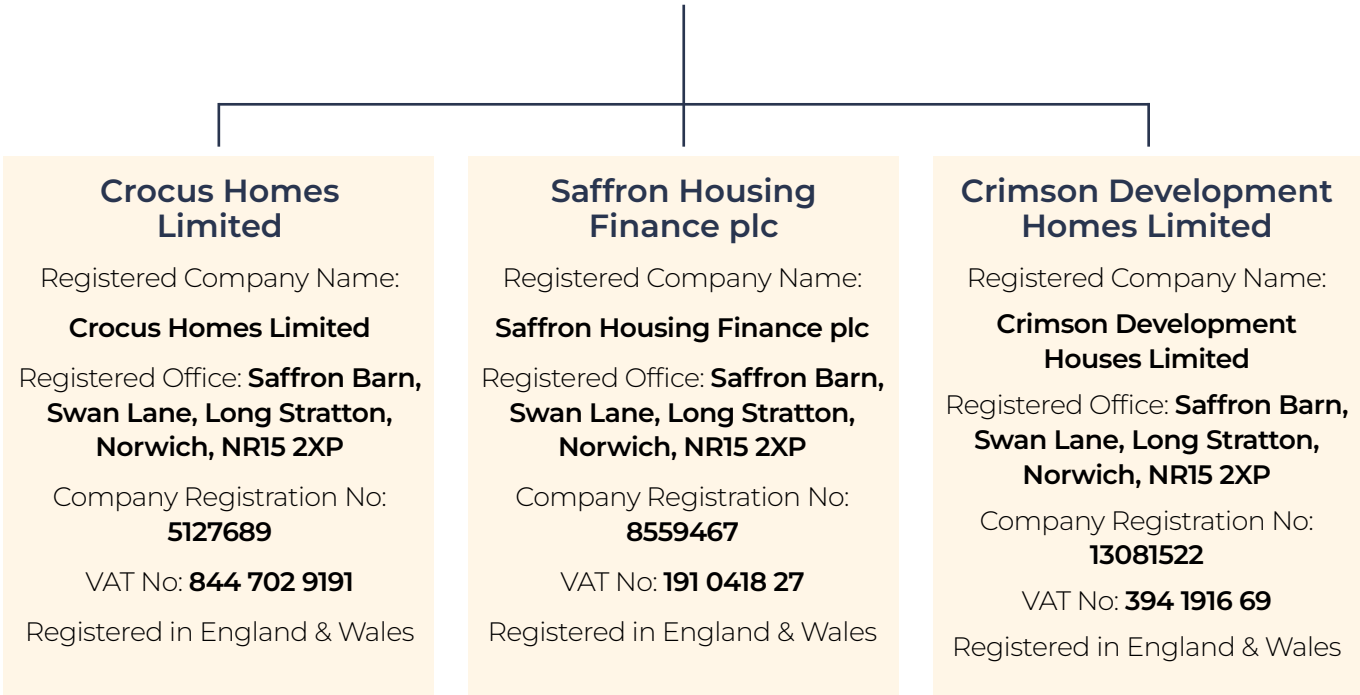


Group Structure

Saffron Housing Trust Limited is an exempt charity registered in England by the Financial Conduct Authority under the Co-Operative and Community Benefit Societies Act 2014 (Register Number 32427R).



Registered Office:
Saffron Barn, Swan Lane, Long Stratton, Norwich NR15 2XP
VAT No: 831239250
HCA Registration No: LH 4412



Board Members and Officers

Saffron currently has 11 Shareholders, all of whom are members of the Saffron Housing Trust Board. The Chief Executive Officer is not a Shareholder but serves as a Board Member.



Kim Newman,
Chair of Saffron Housing Trust Ltd
Chair of Saffron Housing Finance plc

Over the last 30 years Kim has developed and led strategy implementation in relation to procurement, commercial management, business change, business improvement, transformation, collaboration and partnership development.

Kim holds an honours degree from South Bank University, a post graduate diploma in Procurement, and is a Chartered member of the Chartered Institute of Procurement and Supply, Chartered Management Institute, Association for Project Management, Chartered Institute of Housing and is a member of the Institute of Leadership and Management and Institute of Asset Management.

Kim is an experienced non-executive director, having previously been Chair of Orwell Housing Association. She is currently also a director of two residential management companies for the Fellowes Plain Development in Norwich.

Kim is passionate about the social housing sector having grown up in social housing and provides a unique perspective and deep understanding of the challenges and opportunities within the sector.

Kim Newman joined the Saffron Housing Board as Chair in April 2023. She is also a member of the People, Nominations and Remuneration Committee and is Chair of Saffron Housing Finance Plc.

Kim is the founder and Managing Director of PML, a specialist Business Improvement and Property Services Consultancy working mainly within the Social Housing, public sector, and commercial property sector, bringing over 30 years of experience.

Prior to setting up PML, Kim spent a number of years at national consultancy practices including Capita and Turner & Townsend in various leadership roles, and was seconded to a variety of public sector clients to develop and implement their business strategies.



Rob Lankey,
Senior Independent Director

Rob Lankey joined the Saffron Housing Board in September 2018 and is the current Senior Independent Director and a member of the Audit Committee.

Rob brings over 25 years of non-executive and governance experience across housing associations, with a professional background spanning 37 years in commercial and specialist lending. He has held senior

roles in finance and banking, including at Aldermore and GB Bank, shaping lending strategies and delivering sustainable growth.

Rob has served on a range of housing, audit, and treasury boards, providing strategic insight, rigorous risk management, and robust financial oversight.

His contributions have supported improvements in governance ratings and long-term financial planning within the sector.

He is committed to the delivery of safe, affordable homes and to ensuring Saffron Housing's strategic decisions are grounded in financial sustainability, regulatory compliance, and tenant value.



**Thomas Fadden,
Board Member**

**Chair of the People,
Nominations &
Remuneration
Committee**

Tom joined the Saffron Housing Board in 2018 and serves as Chair of the People, Nominations and Remuneration Committee.

Tom is a disability equality, access and inclusion consultant based in Norfolk, bringing over a decade of experience across commercial and third sectors. He provides disability access consultancy and delivers training to a wide range of organisations including universities, public transport providers, third sector

organisations and social housing providers, most notably delivering disability access and inclusion workshops for the National Housing Federation.

Tom holds a degree in Business Management and an MSc in Brand Leadership from the University of East Anglia. Beyond his consultancy work, he has extensive voluntary sector experience, helping establish peer support groups for disabled people and serving as a trustee for several user-led organisations. He also volunteers with Human Library, facilitating conversations to challenge stigma and stereotypes.

As a Saffron Housing tenant, Tom brings both professional expertise and lived experience to ensure the organisation continues to provide accessible, inclusive social housing for future generations.



**James Francis,
Board Member
and Chief
Executive Officer**

James has been committed to creating better ways in the housing sector for over twenty years. Since joining Saffron as CEO in 2019, the organisation has achieved the highest regulatory grades for governance

and consumer standards, a Gold Award from the Royal Society for the Prevention of Accidents for six successive years, and become a partner of choice for local government, housing associations and developers.

Having qualified as a Chartered Accountant in 2004, James became a Finance Director in 2010 focussed on enabling housing organisations to achieve more.

James serves as the first Chair of the Norfolk and Suffolk Housing Partnership and is a member of the Placeshapers Board.



**Don Evan,
Board Member**

**Chair of Service
Quality Committee**

Don joined the Saffron Housing Board in September 2025 and is also Chair of the Service Quality Committee.

Prior to retiring in 2024, he had a long and varied career working primarily in the public and voluntary sectors. During that time, he held Senior and Executive roles in the fields of housing, education and social care. He also brings a significant amount of Board experience.

Having grown up in social housing, Don has lived experience of the central role the sector plays for people and communities, and he is passionate about getting things right for tenants.



**Robyn Llewellyn,
MBE**

Board Member

**Chair of Audit and
Risk Committee**

Robyn joined the Saffron Housing Board in April 2025. She previously served on the Board of Orwell Housing Association, where she chaired the Audit and Risk Committee

and was a member of the Governance Committee. Robyn is also currently the Chair of Suffolk Wildlife Trust.

After a 30-year career at the National Lottery Heritage Fund, Robyn retired in 2025 as Area Director for England, Midlands & East. She brings extensive leadership experience, having led teams through change and worked closely with communities, partners, and stakeholders. Robyn is passionate about creating partnerships and supporting projects that make a positive social impact.



**Tallia Langston,
Board Member**

**Member Responsible
for Complaints**

Tallia is a Tenant Board Member and has been a Saffron Housing tenant since 2013. Tallia's professional career began in primary education, stepping down from teaching when she became disabled. She describes

her return-to-work journey as "a lesson in acceptance and perseverance".

Tallia is also an NHS Governor for her local NHS Mental Health Trust, a Board Member for an independent board facilitated by Norfolk County Council that supports co-production of Social Care Services, and a shareholder and volunteer for a Community Cooperative Farm and Pub.

In November 2023, Tallia was appointed Saffron's Member Responsible for Complaints (MRC). Tallia is also a member of the Service Quality Committee.



**Jason Margetts,
Board Member**

**Chair of
Development
Committee**

Jason has held board positions across the built environment and has specialist knowledge in property development and decarbonisation. He was a Trustee of the Chartered Institute of Building 2013-16.

Until January 2022 he was Production Director at Berkeley Group plc, where he

received two RoSPA Awards and led across a number of delivery aspects, including securing land acquisitions and delivering s106 agreements. He previously worked as Construction Project Director for AGR Renewables Group, a renewable energy development company.

Over the past two years Jason has been working across a number of startup businesses and high net worth individuals developing high profile and complex projects in central London. Jason is Chair of Sustainability Committee.



Martin Aust,
Board Member

Chair of Crocus
Homes Limited

Chair of Crimson
Development
Homes Limited

Martin is Chair of the Crocus Board and an independent board member of Saffron Housing. He is an experienced strategic leader in housing, development, and regeneration, with a proven track record of delivering large-scale housing programmes, securing strategic partnerships, and optimising land and

asset value. With extensive expertise in housing strategy, corporate governance, and stakeholder engagement, he has worked closely with local authorities, government agencies, and housing associations to drive successful housing growth initiatives.

Martin is skilled in business growth, risk management, financial oversight, and ensuring strong commercial performance while maintaining a customer-focused approach. Recognised for driving innovation in housing development, he has led multi-disciplinary teams and implemented place-shaping strategies that create thriving communities. His experience spans board-level leadership, policy development, and managing housing delivery from planning through to sales.



Jayne Sharma,
Board Member

Jayne joined Saffron Housing in 2022 as a Non-Executive Director, and is a member of the People, Nominations, and Remuneration Committee (PNRC) and the Risk and Audit Committee. Jayne has over 10 years' experience operating at Board level in complex, regulated organisations, and membership of Group Executive Meetings, Risk and Audit Boards.

As a global technology and transformation

leader, Jayne has successfully delivered digital, cloud, cyber and network technologies in line with group strategies. Jayne has experience working and influencing risk, finance, and regulatory bodies, leading teams of up to 1000 people, and contracting with third parties.

Jayne is passionate about creating a working environment with diverse leadership, thinking and acceptance. She successfully led the Diversity, Equity and Inclusion (DE&I) work across Aviva's global technology, collaborating with partners in the Financial Services and Technology industries, increasing senior female leadership to over 40%. Jayne is Saffron Housing's Board Advocate for Diversity, Equity and Inclusion (DEI) driving an inclusive workforce and a great place to work. Jayne retired from the Board on 31st March 2026.



Chantelle Harrison,
Board Member

Chantelle joined the Saffron Housing Board in September 2025 and sits on the Board at Crocus Homes. Chantelle currently runs a thriving accountancy company

and residential property management business both operating primarily within South Norfolk. Chantelle holds a BA Hons degree and benefits from over a decade of experience within the private property sector with an additional 9 years' experience in accounting and finance.

As a Saffron Tenant, Chantelle hopes to provide an element of both human and business perspective to the role and is keen to further understand the opportunities and challenges within the social housing sector.

Independent Committee Members

Anna Bennett, Independent Audit and Risk Committee Member

Ian Pinches, Independent Audit and Risk Committee Member

Adrian Stone, Independent Service Quality Committee Member

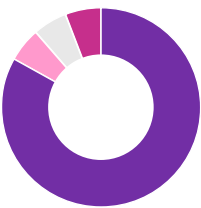
Siobhan Trice, Independent Service Quality Committee Member

Steve Brightwell, Independent Development Committee Member

Jodie Cunnington-Brock, Independent Development Committee Member

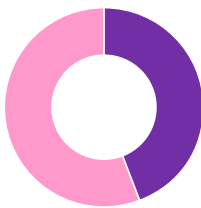
Consistent with our Equality, Inclusion and Diversity Strategy, we have focused on strengthening the profile of our Board and Committees to reflect the diversity and breadth of our tenant base. The table below outlines the current data for Board and Committee composition.

Ethnicity



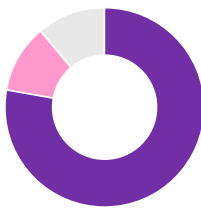
White (English/
Scottish/Northern
Irish/British): **82.35%**
White: Other: **5.88%**
Not disclosed: **5.88%**
Black Caribbean: **5.88%**

Gender



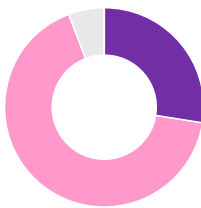
Female: **47.06%**
Male: **52.94%**

Disability



No Disability: **76.48%**
Not Disclosed: **11.76%**
With a Disability: **11.76%**

Lived Service Experience



Lived experience: **29.4%**
No lived experience: **70.6%**
Tenants nominated to Board: **27.3%**

The Board's approach for increasing Equality, Diversity and Inclusion of Board composition is to target a diverse profile, including perspective, style and experience to provoke different and new thinking.

In addition to protected characteristics including LGBT, Young People and People with Disabilities, we also consider socio-economic circumstances, locality, background, breadth and diversity of voice as well as lived experience, specifically encouraging Board applicants from a range of different groups to promote inclusion.

This approach is already supplemented by the reserved positions for three Members of the Board to be nominated by the Tenant Group in respect of their lived experience of Saffron Housing's services, specifically to ensure the voice of tenants with lived experience of Saffron Housing's services is represented at the highest level of governance.



Chief Officers



James Francis,
Chief Executive
Officer and Board
Member

Since his appointment as CEO in 2019, James has led Saffron Housing with the belief that every tenant deserves the best possible home and service.

As CEO, James is responsible for setting and delivering Saffron Housing 's objectives.

Having grown up in South Norfolk, James held Board level Finance Director roles in the housing sector for the 9 years before joining Saffron Housing.



Julia Prichard,
Chief Tenant Officer

Julia joined Saffron Housing in January 2024 and leads on all aspects of tenant services, including our contact centre, tenant engagement complaints and insight, housing and asset management, health and safety, safeguarding, and sustainability.

With over two decades of experience in the housing sector, Julia brings a deep understanding of what matters most to tenants. As the Executive Lead for these services, she's passionate about delivering approaches that are fair, transparent, and genuinely shaped by tenant voices.

Julia believes in leading with empathy and putting people first, whether that's through improving everyday services or helping to shape long-term strategy. Her work is grounded in the belief that every tenant should feel listened to, respected, and safe in their home.



Iain Innes,
Chief Commercial
Officer

Iain joined Saffron Housing in 2018. He is responsible for Saffron Housing's Finance as well as the Affordable and Market Sale Development programme. Iain qualified as a Chartered Accountant in 2004 with Deloitte's London office, before gaining international experience in Toronto. He has worked at Director level in PLCs, private companies and private equity backed businesses across a variety of industries.



Malcolm O'Brien,
Chief People and
Partnerships Officer

Malcolm joined as Chief People and Change Officer in December 2023 and has responsibility for Governance, IT, Data, Change, People, Workplace and Communications.

Malcolm is a seasoned executive with more than 20 years' experience in the sector at Executive and Board level. Malcolm has a real passion for creating an organisational culture where people can feel they belong and have the tools and support to deliver great things.

He has led several high-profile change programmes across the sector, including mergers, integration and union negotiations.

Company Secretary



Tom Riches,
Head of Governance /
Company Secretary

Tom joined Saffron Housing in 2010 after graduating from university with a BA Honours degree in Business and Management. Tom started his Saffron career in Human Resources where he gained a Level 7 CIPD qualification. After a spell as Support Officer to the Executive Team and a secondment to PlaceShapers (A national network of 100 place-based housing associations) as a researcher and

analyst, Tom moved into Governance in 2017 and gained his Institute of Chartered Secretaries and Administrators (ICSA) qualification in 2019. Tom was a finalist in the Housing Heros Awards for Career Development and was placed in the in the Top 30 Young Leaders in the sector by 24 Housing Magazine.

Tom supported Saffron Housing in regaining its G1 regulatory grade in 2020 and retaining this grading to date. Tom has been Company Secretary for Crocus Homes Limited (Subsidiary Company of Saffron) since 2018 and was appointed Company Secretary of Saffron Housing Trust Ltd and Saffron Housing Finance plc in September 2023.



Inspiring Saffron Housing Strategy 2026/27



Our updated strategy has the three strands:
Inspiring Communities,
Inspiring Organisation,
and a new Inspiring Innovation.

Inspiring Communities



Providing the homes and services that result in at least 90% tenant satisfaction

So far:

- We have 398 Saffron Community Members and an established Saffron Tenant Group shaping service priorities and policy development. Last year we co-produced a Complaints and Resolution Policy and a Damp and Mould Policy.
- We have reviewed the effectiveness of our neighbourhood services.
- We have created the capacity to double investment in existing homes over the next five years.
- Tenant satisfaction with services has increased from below 60% to over 80% over the past eighteen months.
- We have achieved the highest possible regulatory grade for consumer standards (C1).

Our priorities for 2026/27:

- Continuing to increase tenant satisfaction with services and seeing this result in an increase in the perception tenants have of Saffron.
- Implement a targeted programme to improve service and value for money for tenants.
- Strengthen transparency, fairness and communication where we recharge the cost of services.
- To maintain a financial position to maximise investment in homes and services over time.
- Bases on our progress with creating capacity so far, increase investment in improving existing home by £2m to £12.4m.





Inspiring Organisation

Creating a workplace with outstanding levels of colleague engagement



So far:

- We have achieved a Gold Award from the Royal Society for the prevention of accidents for five successive years.
- Workplace engagement is at its highest level since 2022.
- We have maintained the highest possible regulatory grade for the way Saffron is run (G1)
- We have maintained a compliant regulatory grade for financial Viability (V2) and a single A rating from Moody's Investor Services.

Our priorities for 2026/27:

- To embed new values designed by colleagues in consultation with tenants. Each value has a set of expected behaviours. A new reward scheme will encourage colleagues to identify and recognise when they see others living our values.
- We will strengthen internal communication and collaboration through the adoption of a single digital engagement platform, supporting a more connected, informed and engaged workforce and increasing organisational capacity to deliver transformation.
- Making sure we are ahead of the introduction of the new Competency and Conduct framework in October 2026.



Inspiring Innovation

Partnership that increase investment in home and services



So far:

- We have worked in partnership to create new communities for affordable housing, independent living and temporary accommodation in a way that creates capacity to invest more in existing homes.
- We have built a pipeline of land to provide more affordable housing and independent living communities.
- The return we receive from Crocus Homes has increased to £0.5m per year.
- We are sharing senior development roles with Freebridge Community Housing.
- We became the first organisation to Chair the Norfolk and Suffolk Housing Partnership.

Our priorities for 2026/27:

- To share an Executive role with Freebridge Community Housing.
- To set up a company with Freebridge Community Housing for Specialist capability and sharing services.
- To Chair the Norfolk and Suffolk Housing Partnership.
- To continue creating a new community in Harleston by completing a further 45 affordable homes.
- For Crocus to build a community of 65 affordable homes for Saffron at Martham.
- For Crocus to increase its return to Saffron to £0.75m.
- To explore new partnership opportunities that enable more investment in homes and services.





Objectives and Key Results 2025-26



Complaints responded to within Complaint Handling Timescales 25/26
S1 LCRA = 86.9% // S2 LCRA = 88.7%



Stage 1 Complaints escalated to stage 2 in 25/26
13.3%



Overall satisfaction 25/26
72%



Homes that do not meet DH Standard*
0%



Gas Safety Checks*
100%



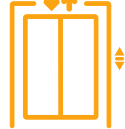
Fire safety checks*
100%



Asbestos safety checks*
100%



Water safety checks*
100%



Lift safety checks*
99%



Arrears*
1.53%



Electrical testing*
100%



Tenant accidents and near misses 2025/26
36



Housing Health and Safety Rating System Category 1 Failures*
0



Re-let Times - general needs Mar26
12



Number of New Affordable Homes 25/26
101



Number of Total Property Management Surveys older than 6 years*
548



EPC C or above
74.70%

 Current Affordable Homes 6,865	General needs properties for social rents, supported rooms and over 50/ over 60 properties 3,180	General needs properties for affordable rents and local housing allowance 2,484	Shared ownership properties (including 73 HOLD properties) 293
	Housing with care and sheltered properties 589	Independent community living properties and rooms 126	Shared equity properties 193

We have continued to make good progress on our Key Performance Indicators, and are pleased to maintain our track record on safety checks and testing. You can read more about our compliance on page 36. Our complaint handling has also seen significant improvement, with the percentage of complaints escalated to stage 2 dropping from 16% last year to 13.3% this year, and our response times improving from 80% (stage 1) and 68 (stage 2) that met the Complain Handling Timescales last year, to 86.9% (stage 1) and 88.7% (stage 2) this year.

Read more about our complaint handling on page 39. We are delighted to have exceeded our target for delivering new, high quality affordable homes this year. Read more about our developments on page 30.



Report of the Board including Strategic Risk Register table

Report of the Board

This is the Board's report and audited financial statements for the year ended 31st March 2026. Details of the Board members who served during the year can be found in the Financial Statements.

Saffron Housing's Board is recruited on the basis of skills. The Chief Executive Officer is also a Member of the Board. The Board is responsible for the strategic management of Saffron Housing and operates in accordance with Saffron Housing's Rules and other governance documents. Saffron Housing maintains a comprehensive skills matrix with clear criteria for the level of expertise needed in each area. Saffron Housing 's Standing Orders ensure that the composition of the Board includes three Tenant Board Members nominated by Saffron Housing's Tenant Group.



Internal controls

Saffron Housing's Board recognises that it is ultimately responsible for the system of internal controls and for reviewing its effectiveness, the management of risk within the organisation, compliance with the appropriate regulatory standards and the adopted Code of Governance.

The Board has reviewed Saffron Housing Trust's Framework of Business Planning, Risk and Control and has certified its effectiveness in achieving the required outcomes for 2025/26.

The key controls within Saffron Housing are:

- Rules and Standing Orders establishing key operating principles and clear delegations
- Financial Regulations detailing responsibilities for expenditure and authorisation of payments
- Gateways and Golden Rules
- Written policies and procedures
- Risk Management and Assurance framework includes Board's clearly articulated Risk appetite
- Assurance mapping each risk for the organisation and also strategic delivery
- Job descriptions, Role descriptions, Terms of Reference and appraisal system
- Board composition, succession and development plans, to ensure that the Board is able to fulfil its function effectively
- Regular programme of internal audit reports agreed with the Audit and Risk Committee and Board. The Board have continued to procure more audit hours than our peers, to maintain extensive independent review
- External audit reports
- Monitoring implementation and audit recommendations via Audit and Risk Committee
- An annual report provided to the Audit and Risk Committee by internal and external auditors and regular progress updates
- Annual budget agreed before commencement of the financial year
- Stress tested business plan demonstrating to the Board the ability to withstand a wide range of adverse scenarios
- Robust mitigating actions and clear triggers for implementation based upon Gateways and Golden Rules
- Monthly management information to budget holders and quarterly financial reports to Board
- Reports to Board on performance including building safety compliance
- Reports to the Audit and Risk Committee and Board on any fraudulent activity
- Code of Conduct and Registers for hospitality and declarations of interests
- Treasury management policy and regular reports on performance
- Minutes of Committees and Subsidiaries considered by the Board, along with updates from the relevant Chairs
- Policy Pathway establishing responsibility and review dates for Trust Policies
- Development schemes require a costed appraisal against criterion agreed by the Board, prior to final approval
- Board receives annual Compliance reports relating to the Code of Governance; Regulatory Framework; Framework of Business Planning, Risk and Control; and Board Effectiveness
- Compliance Planner, identifying required checks and second sign-off of data submissions.

Although Saffron Housing has a number of control mechanisms in place, the system of internal controls can only provide reasonable and not absolute assurance against material misstatement or loss.



Internal Audits undertaken in 2025/26:

Saffron Housing makes use of external advisers to conduct its internal audit. Internal audit differs from other sources of assurance in that it can provide independent and objective assurance across the whole range of an organisation's activities.

The 2025/26 annual report from Saffron Housing's internal auditors sets out the following internal audits and advisory reports:

Internal audits 25/26	Assurance rating
Management of Change and Change Programme	Substantial assurance
Performance Management and Capabilities	Reasonable assurance
Data Management	Reasonable assurance
Building Safety Compliance	Reasonable assurance
Capital Programme	Reasonable assurance
Equality, Diversity and Inclusion (tenant perspective)	Limited assurance
Anti-Social Behaviour (follow-up advisory)	Advisory review
Control Validation – Quarters 1-4 reviews	Advisory reviews

Saffron's Head of Internal Audit's Opinion is captured below:

TIAA is satisfied that, for the areas reviewed during the year, Saffron Housing Trust has reasonable and effective risk management, control and governance processes in place. This opinion is based solely on the matters that came to the attention of TIAA during the course of the internal audit reviews carried out during the year and is not an opinion on all elements of the risk management, control and governance processes or the ongoing financial viability or your ability to meet financial obligations which must be obtained by Saffron Housing Trust from its various sources of assurance.

Saffron Housing's Audit and Risk Committee is responsible for reviewing reports on risk and internal audit on behalf of the Board. The Committee challenges and scrutinises the reports to ensure that management responses to recommended actions are appropriate, proportionate and ultimately implemented to address identified risks and actions. The Audit and Risk Committee reports to the Board on its work after each meeting.

Risk Management and Assurance Framework

Saffron Housing's Board has a well-developed risk management framework for assessing and managing strategic and operational risks. The approach ensures that the Board consider the changing external environment and complex operating environment.

This year, the Board further strengthened and developed its Risk Management Framework by incorporating a new Assurance Framework to capture and map all sources of assurance through three lines of assurance. The framework provides an opportunity to identify any gaps in controls and strengthens accountability for ownership of controls and assurance. The assurance framework works alongside the Risk Register and is an integral part of our approach to risk management.



The Strategic Risk Register is reported to the Board on a minimum quarterly basis. The Board's Audit and Risk Committee also review Strategic and Operational risks and actions being taken to mitigate these, at every meeting.

Saffron Housing's Strategic Risks at 31st March 2026 are summarised in the table below:

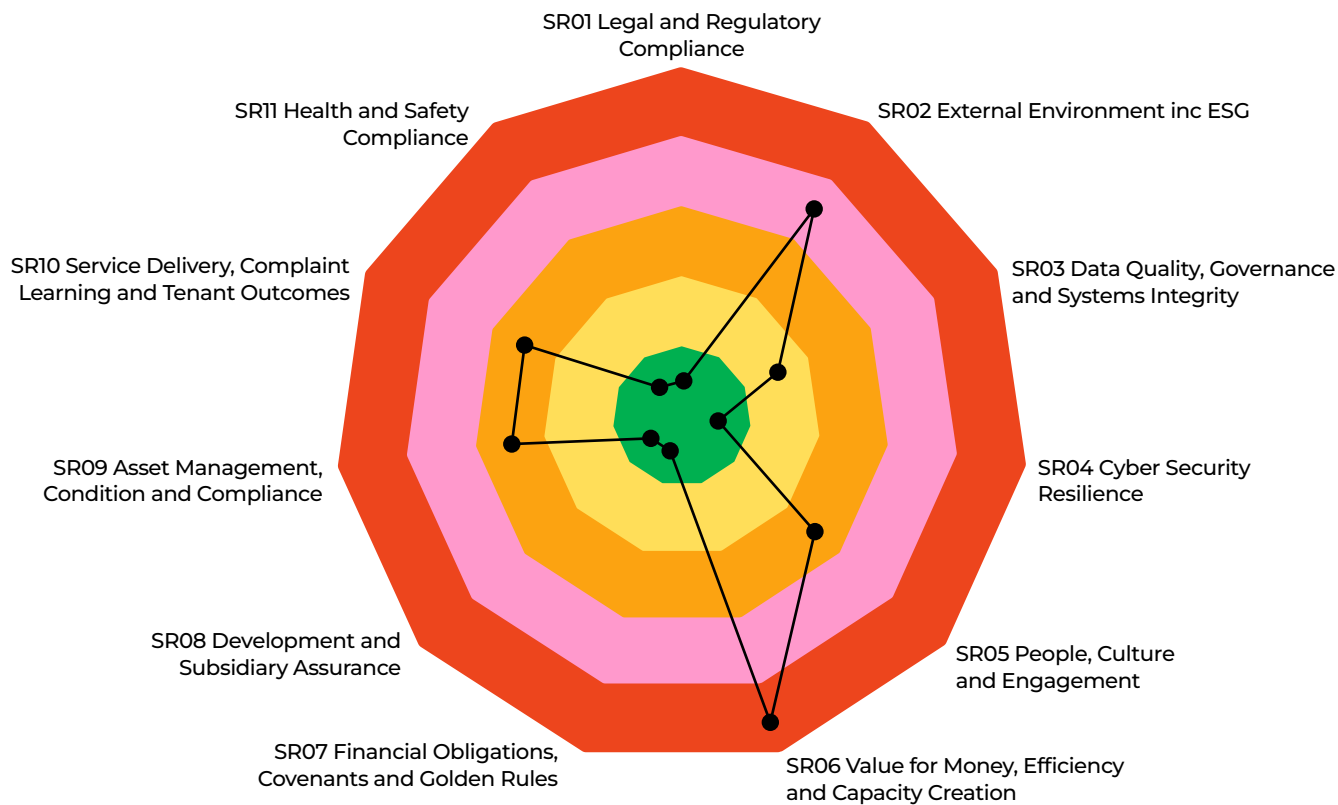
Inspiring Saffron Strategy	Risk No	Strategic Risk Title
Inspiring Organisation	1	Legal & Regulatory Compliance Failure to comply with legal and regulatory obligations, including the complaint handling Code.
Inspiring Organisation	2	External Environment, Policy & ESG Inability to effectively respond to the external environment, including government policy and wider ESG responsibilities.
Inspiring Organisation	3	Data Quality, Governance & Systems Integrity (incl. AI & Fraud) Quality, integrity, protection, systems and governance of Data (including AI and Fraud).
Inspiring Organisation	4	Cyber Security Resilience (incl. AI-enabled Threats) Inadequate cyber security solutions increasing exposure to cyber-attacks (including AI-enabled threats).
Inspiring Organisation	5	People, Culture & Engagement Failure to recruit and retain the right people to drive Culture and Increased Engagement.
Inspiring Innovation	6	VFM, Efficiency & Capacity Creation (incl. Partnership Working) Failure to create additional capacity, efficiencies, and Value for Money to invest more in homes and services (including Partnership Working and CSV).
Inspiring Innovation	7	Financial Obligations, Covenants & Golden Rules Failure to comply with financial obligations, covenants and golden rules.
Inspiring Innovation	8	Development & Subsidiary Assurance Ineffective management and control in the development of new homes in Saffron and its subsidiaries (including Crocus, Crimson and emerging partnership arrangements).
Inspiring Communities	9	Asset Management, Condition & Compliance Ineffective Asset Management, leading to deteriorating property condition and increased repair costs.
Inspiring Communities	10	Service Delivery, Complaint Learning & Tenant Outcomes Ineffective Service Delivery, failure to learn from Complaints or insights, leading to decreased tenant satisfaction.
Inspiring Communities	11	Health & Safety Compliance Failure to comply with health and safety obligations.



The Board reviewed its risk appetite and risk appetite statement during the year. Saffron Housing’s risk appetite statement is:

“Saffron Housing would not compromise the health and safety of tenants and colleagues, compliance with legal and regulatory requirements, our financial golden rules and our G1 and C1 regulatory grade and V2 financial viability grade; whilst actively seeking new opportunities and partnerships.”

The diagram below captures the Board’s current risk appetite to each Strategic Risks.



Key	Risk Appetite	Definition
	Hungry	Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk. Controls are based on cost vs benefit.
	Open	Willing to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward Creates an innovative agile operating environment that allows new ideas to be tested if supported by impact assessment and mitigation plans. Controls are based on cost vs benefit.
	Cautious	Preference for safe options that have a low degree of risk and may only have limited potential for reward. Understanding and accepting risk and uncertainty is a key objective. Controls are in place and only small immaterial deviations are tolerated, with deviations discussed and rectified There are mitigating controls in place in case of a failure of the key control
	Minimal	Preference for ultra-safe options that are low risk and only have a potential for limited reward. Deviations in oversight and controls are not tolerated. There are mitigating controls in place in case of a failure in the key control.
	Averse	Avoidance of risk and uncertainty is a key objective. Deviations in oversight and controls are not tolerated There are mitigating controls in place in case of a failure in the key control

The Board and Audit and Risk Committee receive assurance of the key controls and mitigations that are in place, and that appropriate actions are taken to move residual Risk Scores closer to their appetite threshold. Progress of completed actions is monitored by the Audit and Risk Committee and reported to Board.

Delegations

The Board delegates governance responsibilities to committees, as outlined in the scheme of delegation which have their own Terms of Reference. The committees that were in operation as of 31st March 2026 were:

- Audit and Risk Committee
- People, Nominations and Remuneration Committee
- Service Quality Committee
- Development Committee

Saffron Housing Board may also establish working groups or task and finish groups charged with examining specific areas of Saffron Housing’s work. Day-to-day management is delegated to an experienced Executive Team to ensure:

- Adherence to relevant legislation
- The interest of taxpayers and the reputation of the sector are protected
- Saffron Housing operates in accordance with its Rules, Intra-group Agreement, Standing Orders, Financial Regulations and other governance documentation

Consultancy expertise and support is sourced when appropriate, by Board and Executive Team.

Compliance

Saffron Housing’s Board has assessed its compliance with the Regulatory Standards. Following a review of this assessment, the Board certifies Saffron Housing is compliant with the Governance and Financial Viability Standard as of 31st March 2026.

Saffron Housing has adopted the NHF’s Code of Governance 2020 and has assessed its position in relation to the code and is compliant with all aspects of the Code.

Voluntary Code: Mergers, Group Structures and Partnerships

Saffron Housing adopts the NHF Merger Code. In addition, Saffron Housing has an agreed Merger Position Statement, setting out its approach and criteria for considering merger and partnership opportunities. Saffron’s Merger Position Statement is:

Every tenant deserves the best possible home and service.

Our focus remains that Saffron continues to be a successful and sustainable organisation on a stand-alone or scalable basis.

Saffron Housing will objectively consider any proposal which meets its agreed criteria:

- Provide a better service for tenants
- Invest more in homes
- Develop more homes
- Improve internal capability
- Maintain or enhance Norfolk and Suffolk community focus.

Any merger needs to ensure we can:

- Protect viability and ensure compliance with risk appetite statement.
- Manage distraction risk effectively.

Over the past year we have been exploring ways to generate additional capacity, optimise value for money and consider innovative approaches to partnering. We are in the process of establishing a partnership led Cost Sharing Vehicle with Freebridge and currently share development services across the two groups.

Directors’ and Officers’ Liability Insurance

Directors and staff are insured to indemnify Saffron Housing against liability when acting for Saffron Housing.



Statement of Board responsibilities for the financial statements

The Co-Operative and Community Benefit Societies Act 2014 and legislation and regulations governing the operation of Saffron Housing require the production of financial statements for each financial year. These must give a true and balanced view of the financial affairs of Saffron and of the Income and Expenditure for that period.

In preparing its financial statements the Board must:

- Choose and apply consistently suitable policies
- Make reasonable and sensible judgements and estimates
- State that the applicable accounting standards have been followed, subject to any material departures identified and explained in the financial statements
- Prepare the statements on the basis Saffron Housing is a going concern, assuming it is not inappropriate to do so.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of Saffron Housing in order to comply with:

- The Co-operative and Community Benefit Societies Act 2014
- The Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969
- The Housing and Regeneration Act 2008
- The Accounting Direction for Private Registered Providers of Social Housing 2022.

The Board has general responsibility for taking reasonable steps to safeguard the assets of the association and to prevent and detect fraud and other irregularities.

Statement as to disclosure of information to the Auditor

The Board members appointed and in office at the date of approval of this Report confirm that, as far as each is aware, there is no relevant audit information that Saffron Housing’s auditor is unaware of.

Each Board member has taken all reasonable and appropriate steps they should have as Board members to be aware of any relevant audit information and to establish the Association’s auditor is aware of that information.

Auditor

Crowe U.K. LLP are Saffron Housing’s appointed auditors as at 31 March 2026.

Value for Money – Sector Benchmarking

Commentary on VfM Metrics
Value for Money – Regulator of Social Housing Metrics

At Saffron Housing, Value for Money (VfM) is embedded in our strategic objectives. By delivering on these goals, we generate savings and improved outcomes for our customers. Saffron Housing’s Value for Money strategy can be found on our website here.

The Regulator of Social Housing (RSH) requires us to publish evidence on our performance against our own VfM targets and against metrics set out by the Regulator, including performance against our peers. This section presents Saffron’s performance against the seven RSH metrics. Value for Money is embedded in the objectives set out within the Inspiring Saffron Housing Strategy, and details of performance against these objectives can be found below.

Regulator of Social Housing VfM Metrics	2025/26 Actual	2025/26 Target	2024/25 Actual	2026/27 Target	Top Quartile	Median	Bottom Quartile
Reinvestment	8.9%	10.4%	7.1%	14.1%	10.0%	6.6%	5.2%
New supply delivered (social housing units) %	1.5%	1.4%	1.4%	1.6%	2.4%	1.7%	0.7%
New supply delivered (non social housing units) %	0.2%	0.4%	0.0%	0.5%	0.0%	0.0%	0.0%
Gearing %	56.0%	57.7%	61.5%	61.3%	61.9%	56.5%	33.0%
Interest cover EBITDAMRI	104%	128%	100%	121%	134%	111%	86%
Headline social housing cost per unit	£5,753	£5,729	£5,481	£6,139	£7,234	£6,267	£5,269
Operating Margin SHLs %	20.3%	20.0%	17.4%	19.3%	32.2%	25.6%	17.4%
Operating Margin overall %	21.9%	22.8%	20.0%	20.1%	29.4%	23.8%	16.2%
ROCE	3.9%	3.7%	3.9%	3.7%	10.6%	3.3%	2.9%

- Performance met or exceeded target for year
- Performance within 10% of target
- Performance more than 10% adverse to target

Source: RSH Value for Money 2025 benchmarking tool. Peer group is registered providers with 3,000-10,000 units with at least 50% of stock in the East and South East of England.



Commentary on Metrics below target

Current and future targets are based on the Saffron Group's budget for 2025/26 and 2026/27. This section explains the factors that contributed to the metrics below target highlighted red in the table.

Reinvestment % – Target 10.4%, Actual 8.9%

This metric represents expenditure on new housing properties as a proportion of the book value of Saffron Housing's existing property portfolio.

The variance against target is primarily due to the timing of expenditure on multi-year developments that are scheduled for completion in future financial years. The pre-construction planning process for two schemes took longer than anticipated, resulting in a later start date than originally planned. Expenditure on the supported living scheme at Harleston has been reprofiled to later stages of the project, but the scheme remains on track to be completed in the 2027/28 financial year.

The lower reinvestment percentage had no adverse impact on the supply of new social housing units in the year, which exceeded target on both a percentage basis (1.5% vs. 1.4%) and the number of properties delivered, with 101 properties completed against a target of 94.

New supply delivered (non social housing units)% – Target 0.4%, Actual 0.2%

This metric represents the number of new non-social housing properties developed as a percentage of existing housing stock. This relates to development of properties by Crocus Homes for sale on the open market.

The planned number of properties was not delivered within the financial year; however, the remaining units were nearing completion at year end and will therefore be included in the total supply for 2026/27. The revised construction programme reflects a later start on site following the completion of necessary works to address nutrient neutrality requirements before building could begin.

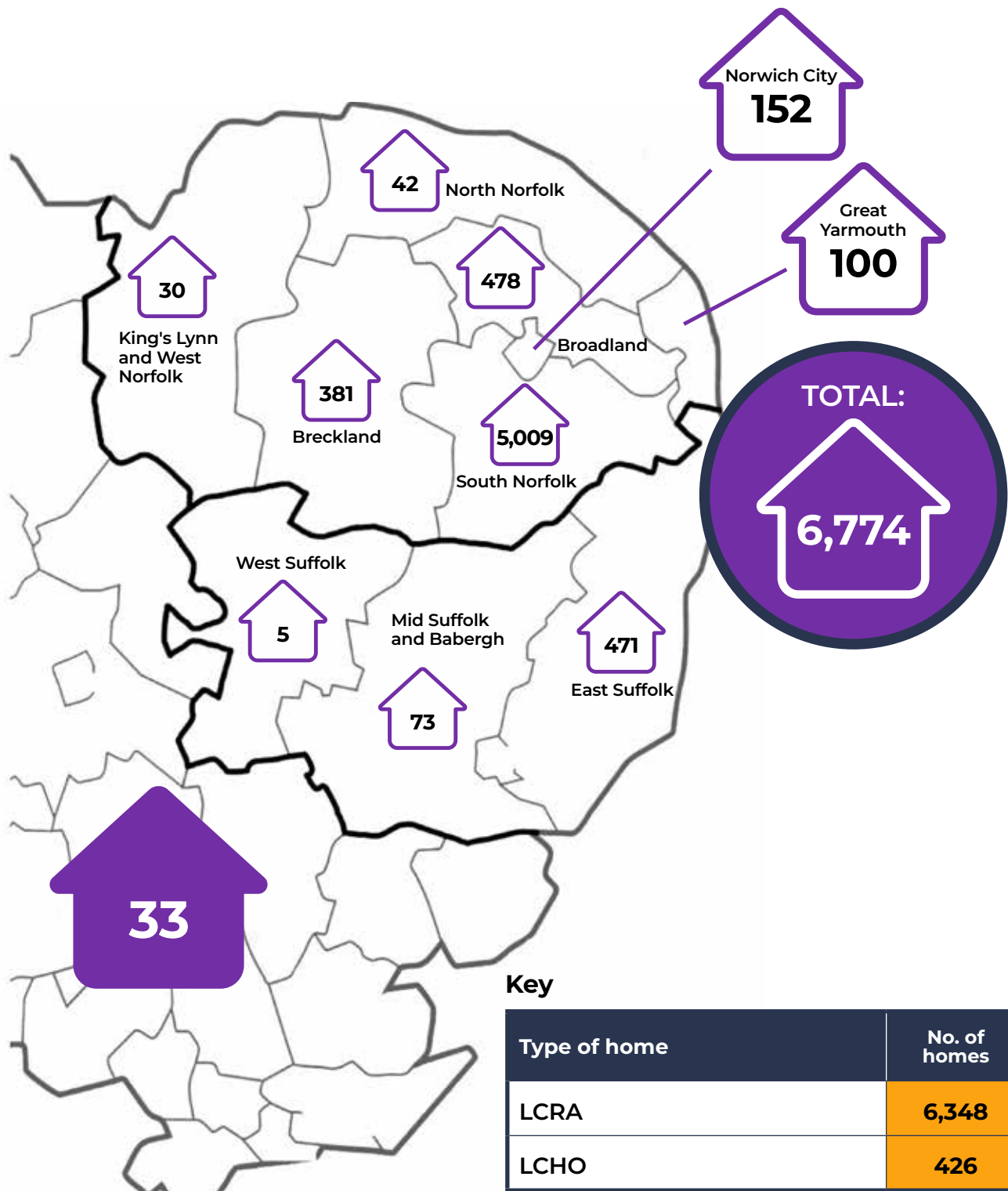
Interest Cover (Earnings Before Interest and Tax, Major Repairs Included) – Target 128%, Actual 104%

This metric indicates the ability of an organisation to cover ongoing finance costs from its operating activities after deduction of major expenditure, such as energy efficiency improvements and replacement of high-cost items such as windows, doors, kitchens and bathrooms.

Key contributing factors to the shortfall in EBITDA-MRI against target included timing of build completions of properties built for market sale in Crocus, which has caused some sales to be deferred into 2026/27. There was also additional one-off expenditure on energy efficiency measures in support of the UK Government's net zero targets, with some up-front costs brought forward to maintain momentum in the pipeline of properties due to be upgraded over the next financial year.

One of Saffron Housing's strategic VfM objectives for 2025/26 was to renegotiate covenants with lenders. During the year Saffron amended the most restrictive EBITDA-MRI interest covenant to EBITDA only. This change allows more flexibility to invest in major repairs and upgrades to properties, which will lead to a corresponding reduction in the requirement for responsive maintenance. This shift is anticipated to yield efficiency savings, higher operating margins and improved value for money.

Location of our Homes





Development of our Homes

The development of new homes is integral to our mission to provide every tenant with the best possible home and service, while supporting strong and sustainable communities. It also enables us to invest in our existing homes and services by generating additional capacity and improving efficiency through innovative ways of working.



The Oaks

During 2025/26 we completed 101 new affordable homes across Norfolk and Suffolk, including 26 homes at our flagship land-led scheme in Harleston. These completions comprised 20 homes for Social Rent, 54 for Affordable Rent, and 27 for Affordable Home Ownership, reflecting our strategic priority to deliver the majority of new homes for rent.

Despite ongoing sector challenges, including wider geopolitical uncertainty, we maintained a strong and resilient development programme. During the year, construction commenced on our land-led scheme in Martham and our Extra Care (Independent Living) community in Harleston. We also secured planning permission for 89 affordable homes, alongside a resolution to grant permission for a further 110 homes, strengthening our future pipeline.

Sustainability remains a core focus within our development activities, helping to reduce energy costs for residents and supporting our

wider decarbonisation objectives. In 2025/26, 99% of new homes achieved an Energy Performance Certificate (EPC) rating of B or above. At Harleston, all homes are equipped with high-efficiency, low-carbon air source heat pumps, and the overall scheme will deliver a 25% biodiversity net gain. We have also committed to installing swift boxes on all new developments where we control the construction specification, supporting local wildlife.

We continue to explore innovative ways of working with partners to maximise capacity and deliver value for money. In 2026, we established a development services partnership with Freebridge Community Housing, enabling both organisations to share resources and expertise to deliver homes more efficiently. We also expanded our collaboration with Crocus Homes, who are acting as main contractor on our Martham development, generating cost savings while retaining value within the group.



**During 2025/26,
we completed**

101

**new affordable homes across
Norfolk and Suffolk, including 26
homes at our flagship land-led
scheme in Harleston.**



Crocus Homes Limited

During 2025/26, Crocus Homes continued to strengthen its position as a regional housebuilder, developer and strategic development partner, progressing developments through planning, construction and sales whilst also delivering homes on behalf of Saffron Housing Trust. The business continued to invest in its people, systems and processes to support an expanding development portfolio and increasing workload.

The year saw Crocus build upon the foundations established in previous years, transitioning from securing opportunities and obtaining planning consents into the active delivery of homes across multiple sites. In addition to progressing its wholly owned developments, the business continued to expand its role through joint venture partnerships and the delivery of affordable housing on behalf of Saffron Housing creating a diverse and resilient operating model.

Alongside this, Crocus continued to strengthen its development pipeline, which now comprises approaching 1,000 homes across Norfolk at various stages of planning, construction and delivery, providing a strong platform for future growth.

Crocus delivered a solid financial performance during the year, with total turnover (including external sales and sales within the Group) of £11.6 million, exceeding budget expectations. Core operations generated over £1.1 million in operating profit. The business reported a profit after tax of £0.55m, of which £0.5m will be donated as Gift Aid to its parent company, Saffron Housing Trust, demonstrating the continued strength and sustainability of the business whilst supporting the wider Group's charitable objectives.

Despite continued challenges across the housing sector, including ongoing planning delays, changes to the regulatory environment, increasing building safety requirements, inflationary pressures and wider economic uncertainty, the business has remained resilient and well positioned for future growth. Crocus continues to benefit from its strong local reputation, collaborative approach and commitment to delivering high-quality homes that complement and enhance existing communities.



Key highlights:

- Total turnover of £11.6 million, exceeding budget expectations and demonstrating continued growth across the business.
- Core operations generated over £1.1 million in operating profit.
- Continued delivery across multiple live developments, with significant progress towards the completion of new homes across Norfolk.
- Secured planning permissions and resolutions to grant planning permission on a number of strategic sites, strengthening the future development programme.
- Continued to grow a diverse development portfolio through wholly owned developments, strategic land opportunities and joint venture arrangements, providing a strong platform for sustainable future growth.
- Continued delivery of affordable housing developments on behalf of Saffron Housing, supporting the wider Group's objectives whilst generating additional turnover and operational efficiencies.
- Expanded the Crocus Homes team during the year, recruiting additional personnel to support the increasing workload associated with a growing development pipeline and construction programme.
- Continued investment in internal systems, governance arrangements and reporting processes to ensure the business remains appropriately structured for future growth.
- Strengthened relationships with local authorities, communities, consultants and contractors, helping to facilitate the progression of both existing and future developments.
- Maintained a strong focus on quality, customer service and aftercare, ensuring Crocus Homes' reputation for delivering locally crafted homes continues to grow.

The business continues to monitor market conditions carefully and remains committed to maintaining a prudent and sustainable approach to growth. This includes careful land acquisition, robust appraisal processes and a focus on developments that deliver both commercial returns and wider community benefit.

Community investment remains a core part of Crocus Homes' ethos. During 2025/26, the business continued to support a range of charitable, educational and community initiatives across Norfolk and Suffolk. This included sponsorship of local sports clubs and community events, support for fundraising initiatives and charitable organisations, and contributions towards community facilities.

At Woodton, Crocus facilitated archaeological education visits for local schoolchildren, providing an opportunity to learn about the area's heritage through active site investigations. The business also contributed towards the installation of a publicly accessible defibrillator for the benefit of the local community in Coltishall.

Beyond financial contributions, Crocus employees continued to support local communities through volunteering, fundraising and participation in community initiatives, reinforcing the organisation's commitment to creating lasting social value alongside the delivery of new homes.

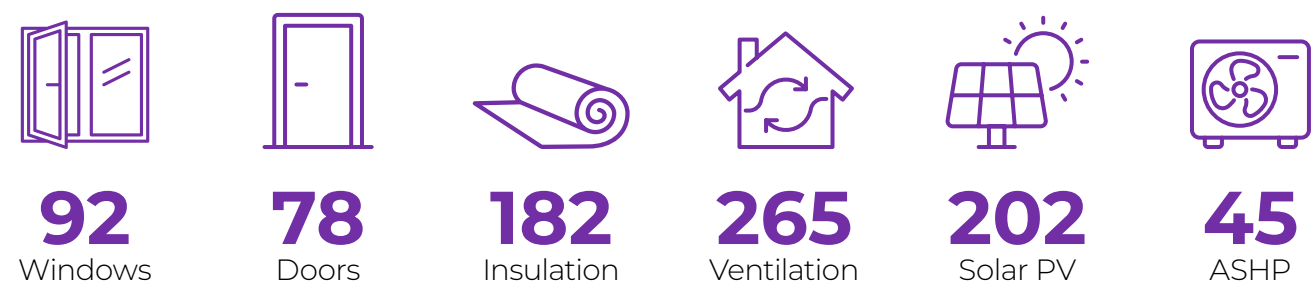
Supported by a development pipeline approaching 1,000 homes across Norfolk and Suffolk at various stages of planning, construction and delivery, an expanding team, strong partnerships and the continued support of Saffron Housing, Crocus Homes is well placed to continue delivering sustainable growth, high-quality homes and lasting social value for the communities in which it operates.



Responsive Repairs, Sustainability, Investing in Existing Homes

Having successfully bid for Warm Homes grant funding, securing £6.94m over the next 3 years, we have increased the percentage of homes attaining EPC C in 2025/26 from 72.2% to 74.7%. In line with government policy, we are on target to achieve our target of every property being EPC C rated by April 2030.

Within the decarbonisation programme we raised 265 properties to EPC C. The work to achieve this included:



This table shows the number of jobs completed for tenants in this period:

Budget Area	Completed Works 2023/24	Completed Works 2024/25	Completed Works 2025/26
Net Zero	*34	202	265
Electrical rewires	86	76	49
Kitchen Improvements	100	112	130
Bathroom Improvements	81	75	125
Window Replacements	68	99	131
Roof Replacements	76	79	99
Door Replacements (inc. Fire Doors)	157	260	125
Central Heating Replacements	328	169	194
New Oil Tanks	14	10	11
Loft Insulation	202	203	230

* Relates to a delayed started on Wave 2 due to the complexities of a multiple Housing Association Consortium approach.



1,254

condition surveys provided up from 724 surveys the previous year.

In addition to the above, Asset also carried out the following works this year:

Budget Area	Completed Works 2023/24	Completed Works 2024/25	Completed Works 2025/26
Reactive Repairs	14,640	19,606	15,722
Gas Services	6,467	6,776	4,317
Air Source Heat Pump Services	1,324	1,905	1,132
Electrical Tests	1,521	1,444	1,250
Oil Services	2,056	1,965	918
Solid Fuel Services	74	62	78
Fire Risk Assessments	224	209	192
Fire Door Inspections	2,321	3,148	3,294
Asbestos Surveys	199	374	325
Damp Related Works	1,035	923	2,807
Smoke Detector Upgrades	982	709	506
Scheme Legionella Inspections	125	268	154
Planned Exterior Painting/works	168	369	388
Major Scheme Revenue Works	959	1,694	1,694
Void Properties completed	391	425	361
Void works completed	2,558	1,731	2,116

Through 2025/26 the number of responsive repair jobs has stabilised as in keeping with much of the sector we worked through the backlog and reduced the number of new jobs. This was achieved through restructured management and stronger alignment with the enhanced capital investment programme.

Investment programme efficiencies have enabled an increase delivery volume via the capital investment and Carbon Reduction programmes. Consistent performance has been instrumental in our eligibility for additional Warm Homes grant funding in 2026/27.

In preparation for the introduction of Awaab's Law that came into effect from October 2025, we saw a rise in the number of damp or mould related cases from 923 to 2,807, predominantly driven by our proactive approach to reviewing existing and seeking out potential cases. Our organisation wide approach proved effective and we have consistently achieved 100% compliance with the new legislation.

As well as achieving 100% compliance with Awaab's Law, we also delivered:

- 100% Decent Homes
- 93.7% repairs right first time against a national benchmark of 85%
- Enabled average general needs relet period of 12 days, against a benchmark of 42 days
- No outstanding HHSRS category 1 failures since April 2025
- 78.4% of non-emergency repairs completed in timescale Vs a benchmark of 52.6%
- 2,222 major scheme revenue works
- 2,116 void works completed.

We expanded our surveying capacity to provide 1,254 condition surveys (59 mutual exchange surveys, 429 repairs inspections and 490 Damp and Mould surveys), up from 724 surveys the previous year.



Health and Safety Performance 2025/26

Saffron Housing has continued to deliver strong Health and Safety (H&S) performance throughout 2025/26, highlighted by achieving the RoSPA Gold Award for the sixth consecutive year. This prestigious recognition reflects our sustained commitment to high standards in health and safety management.

External Assurance and Audit

Third party assurance is an important element of our risk management. For key areas of assurance, the Board requests independent audits from time to time to enhance our approach to health and safety, risk management and assurance. Following an assurance review of health and safety by TIAA, a second audit was undertaken with a follow up review with a focus on our Health and Safety management systems, management of training, embedding incident root cause learning and monitoring the delivery of actions from the Health, Safety and Wellbeing Group. The consistency of positive findings between both audits gives us confidence in the overall direction of travel, and assurance that we continue to be focused on the right things.

Fire Safety Management

The Fire Safety team continues to play a critical role in ensuring the safety of tenants, staff and visitors across our housing stock. Over the past year our approach has remained focused on risk management, regulatory compliance, and continuous improvement in fire safety standards.

Fire safety responsibilities include the maintenance, inspection and testing of fire alarm and detection systems, emergency lighting and, where installed, sprinkler systems. These are conducted at appropriate frequencies, with clear records demonstrating ongoing compliance and rapid resolution of faults.

Key areas have included:

- **Fire Risk Assessments** – we have maintained a robust fire risk assessment program across all properties, making sure any resulting actions are carefully considered, risk scored and addressed within the agreed timeframes. This in collaboration with the Asset team has resulted in eliminating all P1 actions.
- **Resident Safety and Engagement** – Supporting tenants has remained a priority, especially where identified as higher risk or vulnerable. Joint working with our housing teams has helped targeted interventions, promoting safer living environments and reinforcing fire safety awareness.
- **Collaborative working** – The Fire Safety team actively collaborate with other Saffron Housing teams and our external partners. Over the past year we have continued to strengthen joint working arrangements to ensure that risks, particularly relating to fire, are identified early, addressed effectively, and managed in a consistent and proportionate manner.

Team Development and Resources

This year we continue to see progress not just in systems and audits, but in real, tangible change. This included redeploying the Health, Safety and Compliance team to focus and deliver to their core strengths which are:

- Corporate health and safety (protecting the health, safety and wellbeing of those at work) led by the Head of Health and Safety and;
- Building and fire safety (asset compliance - which includes fire, asbestos, legionella, electricity and gas safety in properties) led by the Head of Compliance and Electrical Services.

Incident Management and Learning

All incidents are investigated to determine causes, evaluate Saffron Housing's response, and identify opportunities for improvement. In 2025/26, there were 92 reported incidents, including 8 fires, 27 injury accidents, and 22 near misses.

- 41 were tenant related, with the majority being minor incidents or near misses.
- 9 tenant injuries were related to slips, trips, and falls.
- We reported 1 fall under RIDDOR as the tenant was taken to hospital with a broken ankle.
- 1 significant fire in a bedroom was caused by a faulty phone charger
- 54 incidents involved colleagues or contractors, including 6 vehicle related events and 14 injuries
- We reported 1 injury under RIDDOR as it was an over 7-day lost time injury.

Each has been thoroughly investigated, with outcomes fed back through our Health, Safety and Wellbeing meetings and captured in our Service Improvement Framework for wider learning.

There were no fatalities recorded during the year.

Systems and Reporting

Colleague safety remains a priority, and we have upgraded our PeopleSafe lone worker protection device offering that works on the Nexus platform. These upgraded SOS ID badge and Pro App devices ensure we are using the latest technology to support those working independently and vulnerable to harm.

Incident reporting and near miss analysis continue to improve. Root cause investigations are a standard part of the process, and learning outcomes are discussed at our Health, Safety and Wellbeing meetings, with actions tracked through our Service Improvement Framework and reported via the Service Quality Committee to the Executive and Board.

Training and Engagement

Investing in our people remains a key priority. As part of the People Strategy, the newly established central Learning and Development team now plans, manages and coordinates all training and development activity. During the year, a number of managers completed the IOSH Managing Safely course, and all colleagues undertook essential Health and Safety learning aligned to their roles and responsibilities. Creating a centralised learning and development and management training supports the Create Better Ways stream of our new values by building capability and improving how work is delivered.

The HSE's Safety Climate Survey was launched across Saffron for the second year, allowing us to track perceptions and drive improvement. Health and Safety training and the Safety Climate Survey best reflects the Achieve More Together stream of our new values, as they promote shared responsibility and collective improvement.

Our Safeguarding Statement outlines our commitment to creating safer environments and taking prompt action to protect children, young people, and vulnerable adults. All colleagues are receiving or have received training on Domestic Abuse as part of our journey toward achieving Domestic Abuse Housing Alliance (DAHA) Accreditation. The Safeguarding Statement and Domestic Abuse training aligns with the Make a Difference stream of our new values, demonstrating our clear commitment to protecting and supporting tenants and communities.

Compliance and Future Preparedness

Compliance areas are evolving with focus on identifying areas of risk, scoping, data capture and reporting clarity within the existing C365 CRM system.

We have a fundamental duty to ensure that all homes, communal areas and associated assets are safe, compliant and properly maintained.



Health and Safety Performance 2025/26

This responsibility covers a wide range of statutory and best practice compliance areas and requires a structured, auditable approach to repairs and maintenance management.

The following describes a number of key areas where compliance responsibilities are evolving in accordance with legislation such as Awaab’s Law, The Social Housing (Regulation) Act 2023, Landlord and Tenant Act 1985 and Homes (Fitness for Human Habitation) Act 2018.

- Electrical safety remains a core obligation, with fixed wiring inspections, testing and remedial works undertaken at prescribed intervals to ensure installations remain safe for residents.
- Gas servicing and safety checks are similarly essential, with strict adherence to annual testing requirements and full certification retained. Where unvented hot water cylinders are installed, appropriate inspection, maintenance and competent certification are required to mitigate pressure and temperature risks. We have successfully achieved 100% compliance on electrical and gas safety checks and servicing.
- Water hygiene management is addressed through proportionate legionella risk assessments, routine monitoring and remedial actions where necessary.
- Passenger lifts and other lifting equipment are maintained under formal inspection regimes, with thorough examinations and servicing scheduled to ensure reliability and user safety.
- Existing appliance servicing programmes and assurance data capture where appliances are provided by the landlord are evolving to ensure equipment remains safe and fit for purpose.

- Estate and communal inspections are being reviewed to increase the scope of what information is captured and to move to proactive regime that will regularly identify hazards, defects or anti social issues, enabling timely intervention.
- External environments are also considered. Playground equipment is inspected and maintained to recognised safety standards, with defects prioritised based on risk.
- Arboricultural safety works are planned and delivered to address tree health, structural integrity and public safety, particularly in high use or high risk locations.

Across all compliance areas, works are in continued progress of being effectively scoped through planned programmes, risk assessments and condition data. Clear ownership is being identified and established for each compliance stream, supported by competent contractors and specialist providers where required. Accurate data capture underpins assurance, including certification, inspection reports, photographs and completion records. This information is held in various accessible systems that enable monitoring of due dates, outstanding actions and performance trends. Work is currently underway with the Data team analysts and the Head of Compliance and Electrical Services to consolidate all compliance data for reporting purposes with Saffron Housing’s C365 CRM system.

Regular review and reporting provide visibility of compliance status and emerging risks, allowing corrective action to be taken before standards are compromised. Internal checks, audits and contract management processes are used to confirm that works are completed to specification and within required timescales. Together, these measures provide ongoing assurance that repairs and maintenance compliance responsibilities are being identified, managed and delivered in a controlled and accountable manner, safeguarding residents and the organisation alike.

Customer Service and TSMs

Complaints

The percentage of stage 1 complaints escalating to Stage 2 this year was 13.3%, down from 15.5% last year, suggesting more complaints were resolved earlier in the process.

We also improved our performance in responding within policy timescales, increasing from 73.8% last year to 91% this year. Responding on time is important in helping tenants feel heard, informed and confident that we are taking their concerns seriously.

Last year, we reviewed our approach to complaints alongside tenants who had been through the process themselves. Their feedback helped us improve how we

communicate throughout a complaint, make our responses clearer and easier to understand, and shape changes to our complaints policy. We worked with the Housing Ombudsman to ensure our updated policy is compliant with the Complaint Handling Code.

More recently, we carried out a quality assurance exercise with members of our involved tenant group and our Board Member Responsible for Complaints. This work is helping us develop an ongoing approach to quality assurance, so we can continue improving how we communicate and ensure tenants receive clear, consistent and effective responses.

TSMS

TSM Question	2025/26 score	Change from 2024/25
TP01 Overall satisfaction	72.2%	-1.8%
TP02 Repairs service	76%	-0.8%
TP03 Repairs completion time	69.7%	+1.4%
TP04 Building maintenance	71.3%	-2.1%
TP05 Safety	79.3%	-1.6%
TP06 Listens to me	62.9%	-0.2%
TP07 Keeps me informed	71.8%	-2.1%
TP08 Treats me fairly	76.2%	-1.4%
TP09 Complaints handling	37.1%	-2%
TP10 Communal areas	58.3%	-1%
TP11 Neighbourhood contribution	61.2%	-0.1%
TP12 ASB	61%	-1%



572
stage 1
complaints



72
stage 2
complaints



165
compliments



This year, we significantly increased the number of tenants who took part in our Tenant Satisfaction Measures survey, from 694 responses last year to 1,413 this year. We also expanded the ways tenants could complete the survey, including increasing the number of online responses, recognising that not everyone wants to engage by phone.

The survey reflects our wider tenant population in terms of property type, location and household profile, giving us greater confidence that the results reflect the experiences of tenants across our communities.

We saw a slight decrease across most satisfaction measures this year. This was not unexpected, given the significant increase in the number of responses and the broader range of survey methods used. A larger and more representative sample gives us a fuller picture of tenant experience and helps us better understand where we need to improve.

Our highest scoring measures continue to show that what matters most to tenants is having a safe, well-maintained home and being treated with dignity and respect by our colleagues. Our lower-scoring measures highlight the importance of how we respond when things go wrong. This reflects what tenants told us through our complaints research: that while issues will sometimes arise, the quality, speed and clarity of our response have a significant impact on overall satisfaction.

In response, we are delivering a wide-ranging transformation programme during 2026/27 aimed at making it easier for tenants to communicate with us, access services and get the support they need.

Customer Contact Centre

Our customer contact centre provides the first point of contact for tenants and other customers, whether they're reporting a repair, making a payment, raising a concern or telling us about something happening in their community.

Last year, we received 74,400 contacts by phone, email, webchat and through our online portal – an increase of 9.5% compared with 67,972 contacts the previous year. Despite the increase in demand, we further reduced call wait times, with customers waiting on average 2-3 minutes, down from 3-4 minutes the previous year.

In February, we introduced a new telephony system which helps streamline calls and emails, reducing the amount of administration needed between contacts and allowing colleagues to respond to more customers, more quickly.

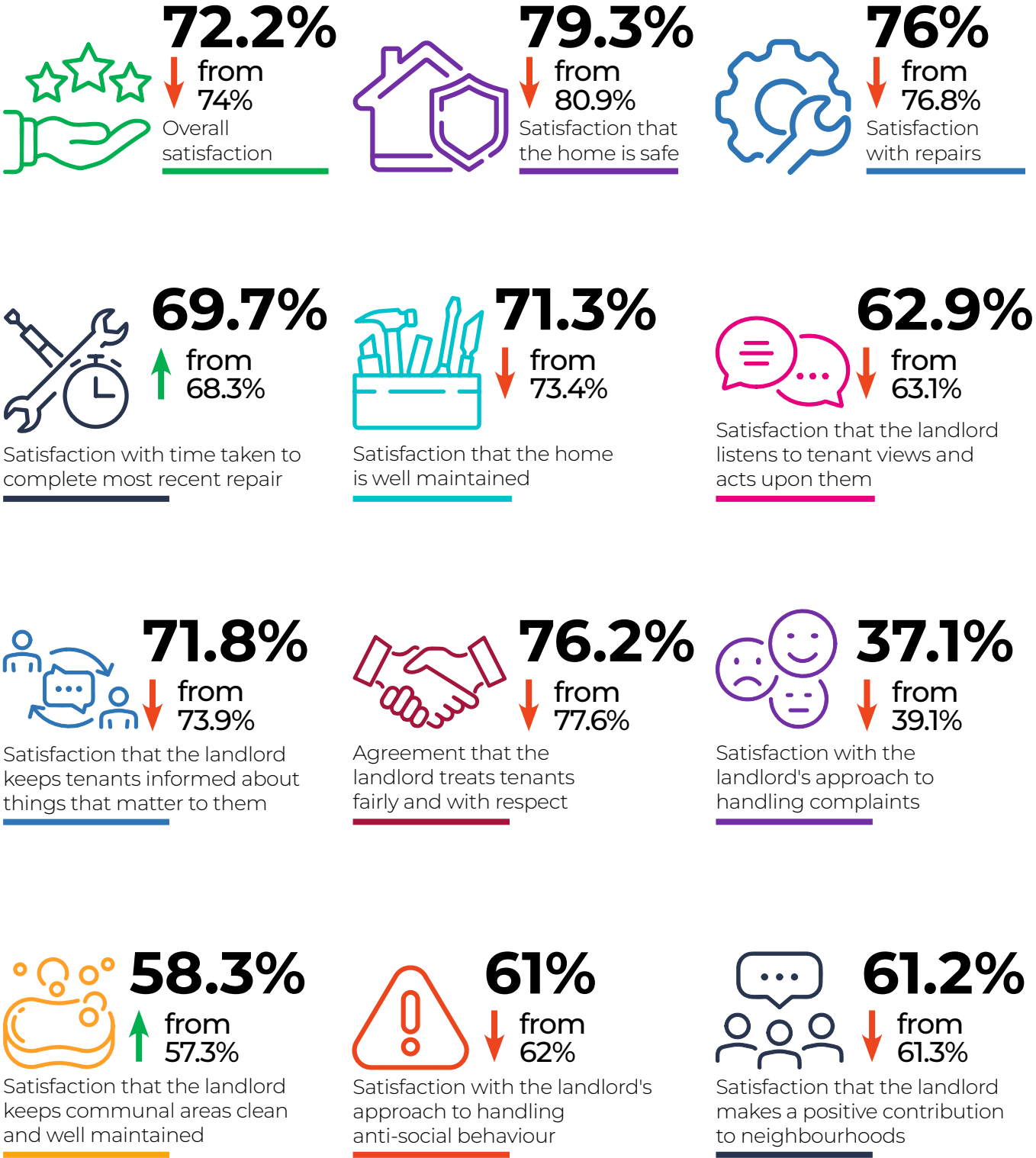
Last year, we also shared that we were reviewing our tenant portal. We have now implemented the changes recommended through this review, and a new and improved portal launches June 2026. We will continue developing the portal over time, adding more functionality to improve tenants' ability to self-serve when it is convenient for them to do so.

Looking ahead, we remain focussed on making it easier for tenants to contact us when they need support, and ensuring they receive a professional, helpful and respectful service when they do.



Last year, we received
74,400
contacts by phone, email,
webchat and through our
online portal

Tenant Satisfaction Measures





Inspiring Organisation – People & Culture

This year we strengthened our culture, leadership capability and colleague experience, delivering the first full year of our People Strategy and EDI Strategy.

Our most recent Best Companies survey scores of 644.8 in June and 645.3 in December both rated us as One to Watch. Best Companies scores are based on independently collected employee feedback through the biannual confidential b-Heard survey. Colleagues rate their experience across key factors such as leadership, personal growth, and wellbeing using a standard scale. Responses are aggregated, anonymised, and weighted to produce an overall engagement score (Best Companies Index), which is used to determine accreditation levels and rankings.

To build on this, we are enhancing our leadership visibility and manager capability, embedding our organisational values, and broadening development opportunities. These initiatives aim to drive higher engagement, strengthen our culture, and achieve our strategic goal of a 1* Best Companies score in the coming year.



Leadership and Management

We have made good progress embedding consistent leadership expectations across the organisation through the launch of a new leadership competency framework. This work has created a strong foundation for our Leadership Development Programme, which will begin rollout to the Senior Leadership Team next year.

Learning and Development

Investment in learning and development continued throughout the year, with early uptake of professional development opportunities including CIH qualifications in readiness for the Competence and Conduct Standard. In September, we launched a modernised Learning Management System (LMS), which has improved access to digital learning and streamlined compliance training.





Achieve more together



Create better ways



Make a difference

Values, Reward and Recognition

Our updated organisational values of Achieve more together, Make a difference, and Create better ways were launched in January 2026 following extensive engagement and hands on co-creation with colleagues and tenants. Embedding activities are now underway.

We also achieved accreditation as a Real Living Wage Employer in June, reinforcing our commitment to fair reward.

Equality, Diversity & Inclusion (EDI)

We successfully delivered the first year of our EDI Strategy and continued building strong foundations for long-term inclusion. Everyday Inclusion workshops saw participation from 81% of colleagues, and an EDI Steering Group has been established to support oversight and progress.

During the year we prepared and submitted our first statutory Gender Pay Gap report following growth to more than 250 employees, establishing a transparent baseline and enabling targeted actions to reduce pay gaps.

We also achieved the Armed Forces Covenant Employer Recognition Scheme Bronze Award in May, reflecting our inclusive approach to recruitment and support as a Forces-friendly employer.





Investment in Technology

Efficient, accessible systems enable colleagues to deliver safe, consistent services to our tenants. We have continued to invest in our core systems this year, delivering targeted improvements to simplify processes, reduce manual handling and improve service reliability.

We have ensured resources across our Technology, Data and Change teams remain focused on delivering priority improvements at pace and with impact. This helps ensure technology investment remains aligned to service quality, accountability and the expectations of the Regulator of Social Housing's Consumer Standard.

Data

The quality, accessibility and use of our data underpin effective service delivery and assurance. Over the year, we have improved the completeness and consistency of our data and enhanced reporting available to colleagues.

This supports better monitoring of performance, earlier identification of issues and more targeted service improvements. It also strengthens transparency and helps ensure resources remain focused on the areas of greatest priority and impact, while enabling the Board to evidence oversight of service outcomes.

We will continue to build on this through stronger data governance, clearer ownership and increased automation, ensuring decision-making remains evidence-based and aligned to delivering safe, high-quality services.

Cyber

In January, we renewed our Cyber Essentials certification, and in March we achieved Cyber Essentials Plus, providing independent verification that our controls are operating effectively in practice.



This external assurance demonstrates that our approach is robust, aligned to recognised standards and effective in managing cyber risk. It provides confidence to tenants, the Board and regulators that we are protecting data and maintaining secure services.

We continue to monitor and improve our position through tools such as Microsoft Secure Score, supporting a structured approach to managing cyber risk and maintaining a secure and resilient organisation.

Across technology, data and security, our investment is focused on delivering measurable improvements in service quality, strengthening accountability and providing clear assurance that we are meeting our obligations to tenants and regulators.

Commentary on Financial Statements

Financial Review

The parent company, Saffron Housing Trust Limited ("Saffron"), has three wholly owned, non-charitable subsidiary companies - Crocus Homes Limited ("Crocus"), Saffron Housing Finance plc ("SHF") and Crimson Development Homes Limited ("Crimson"). Crocus was formed to carry out non-charitable housing development activities. SHF was formed to issue a bond on behalf of the Saffron Group, and Crimson was formed to undertake Saffron's land-led affordable developments.

The financial statements of the subsidiary companies are included within these consolidated financial statements for the full year and can be found on the Saffron website and Companies House.

Headlines

- **Group turnover** increased by £5.1m to £54.6m (2024/25: £49.5m), driven primarily by social housing lettings and sales of properties on the open market by Crocus Homes.
- **Group surplus** for the year was £6.0m (2024/25: £4.7m).
- **Group operating margin** (excluding property disposals) improved to 21.9% (2024/25: 20.0%).
- **Routine maintenance** costs increased by 9% year-on-year as high demand continued; expenditure on major works and improvements (such as new kitchens, bathrooms, energy efficiency measures and heating systems) increased by 16% year-on-year.
- **Crocus Homes** generated £0.8m profit external to the group. £0.5m Gift Aid is due to be paid to Saffron, uplifting available funds for future investment in homes.
- **Saffron Operating Surplus** (before property sales and gift aid) met budget for the year. Group operating surplus was below budget due to timing of property sales in Crocus, which will now complete in 2026/27.
- **EBITDA-MRI lender covenant** was amended to EBITDA in the year, supporting increased investment in homes by removing restrictions on major repairs expenditure. A new £60m loan under the Affordable Housing Guarantee Scheme was secured to support continued delivery of investment in new and existing homes.

Income and expenditure

Group turnover increased by £5.1m to £54.6m (2024/25: £49.5m), with growth primarily driven by social housing lettings. In addition to annual rent increases the Group added 101 new homes during the year and disposed of 47 properties. There was a net increase of 54 homes, and a total of 6,774 homes under management at year end.

Performance was further supported by photovoltaic (PV) income of £1.5m (2024/25: £1.5m) and a significant increase in sales from open market properties delivered by Crocus Homes as units at its Coltishall development were completed, which generated £6.1m turnover (2024/25: £1.8m).



Expenditure on routine maintenance showed an above-inflation increase of £0.8m to £9.3m in the year (2024/25: £8.5m) – an increase of 9%. This is in line with experience across the sector in recent years, where increased stock surveying activity, management and resolution of damp and mould issues and continued focus on stock quality has contributed to higher costs in this area.

Overall, operating expenditure on social housing lettings increased by £1.8m, or 5.3%, compared to the prior year. £0.8m of this increase relates to higher depreciation charges (a non-cash expense), which will continue to increase in line with investment in planned improvements to housing stock.

While responsive repairs costs have risen, other areas of expenditure (management costs, planned maintenance, and general operating costs) have begun to stabilise following several years of high inflation. Saffron's operating surplus before property sales and gift aid met budget for the year.

Overall, Group surplus increased year-on-year by £1.3m to £6.0m (2024/25: £4.7m). A Group operating margin of 21.9% was achieved overall (2024/25: 20.0%).

Impact of Value for Money and Inspiring Saffron Strategy

In recent years social housing providers have faced financial pressures and reduced profitability. Saffron is responding to this through its Inspiring Saffron strategy, which places a strong emphasis on Value for Money initiatives which aim to deliver a low-cost, high-satisfaction service for customers. For further details on Saffron's value for money objectives and performance indicators please refer to page 27.

Although demand for responsive repairs increased in 2025/26, the Group increased investment in existing homes (on items such as new bathrooms, kitchens, windows and energy efficiency measures) by 16% on prior year to £11.1m (2024/25: £9.6m). This reflects Saffron's plans to rebalance expenditure by increasing investment in planned upgrades to housing stock, thereby reducing reliance on responsive repairs. By focusing more on preventative and planned works, Saffron expects to improve the overall quality of its homes while reducing long-term maintenance costs. This approach is expected to deliver efficiency savings and improved value for money for customers.

To support this objective, Saffron renegotiated its most restrictive lending covenant in the year from EBITDA-MRI interest cover (earnings before interest, tax, depreciation and amortisation, major repairs included) to EBITDA only, which allows greater flexibility in how Saffron allocates investment into property improvements in any given year.

In addition to the covenant amendments, a £60 million loan was secured through the Affordable Housing Guarantee Scheme, providing funding to support the continued delivery of new homes for letting by both Saffron and Crocus Homes. Ongoing development helps to grow the asset base, achieve efficiencies of scale, and improve the overall quality of housing stock by replacing older homes.

Year-on-Year Financials

	Group 2025/26 £000	Group 2024/25 £000	Group 2023/24 £000	Group 2022/23 £000	Group 2021/22 £000
Turnover	54,600	49,471	46,103	47,505	40,613
Cost of sales/operating expenditure	(42,642)	(39,587)	(35,057)	(34,979)	(29,992)
Gain on disposal of property, plant and equipment	4,369	4,516	4,549	1,697	1,966
Operating surplus	16,327	14,400	15,595	14,223	12,587
Interest receivable	390	185	219	73	–
Interest payable and similar charges	(10,519)	(9,884)	(9,457)	(21,516)	(9,646)
Surplus before tax	6,198	4,701	6,357	(7,220)	2,941
Taxation	(205)	(13)	1	(316)	17
Surplus for the year	5,993	4,688	6,358	(7,536)	2,958
Actuarial (loss)/gain in respect of pension schemes	5	8,813	(820)	14,219	8,511
Total comprehensive income for the year	5,998	13,501	5,538	6,683	11,469
Operating margin (excl. gain on disposal of PPE)	21.9%	20.0%	24.0%	26.4%	26.2%



Overall, operating expenditure
on social housing lettings
increased by

£1.8m



Financial Risk Management

Saffron maintains a stress-tested and externally validated business plan demonstrating to the Board the ability to withstand a wide range of adverse scenarios. Alongside this, the organisation has credible mitigating actions and clear triggers for implementation based upon Golden Rules, which ensure compliance with funding covenants and Saffron's Liquidity Policy set out within its Treasury Management Policy.

Cash flows

Cash inflows and outflows during the year are shown in the consolidated cash flow statement on page 55.

Going concern

The Saffron Group had significant liquidity (£60m undrawn RCF and £23m cash in bank at 31st May 2026) and headroom against its financial covenants. Whilst there is an exposure to market sales risk through Low-Cost Home Ownership and Market Sales in Crocus the budget and business plans do not rely on these sales. A stress test has been run where all market sales are removed for 5 years and there is no breach of our Golden Rules.

There are no debt arrangements due for refinancing in the next 12 months, and therefore there is no risk within 12 months of signing the accounts that Saffron will be in a position whereby it cannot refinance its existing debt arrangements.

There are no forecast breaches in any of Saffron's covenants and detailed cash flow forecasting is completed quarterly, based on the current development programme and operating cash flows. Stress testing is also undertaken on these forecasts which remove the cash flows that are out of the control of management, i.e. sales income, grant income, property disposals and the loan repayment from Crocus to Saffron to ensure that Saffron is not reliant on these cash flows to stay within its covenant limits.

Management has not disclosed in the Financial Statements any identified material uncertainties that may cast significant doubt about the Group or Saffron's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the Financial Statements are authorised for issue.

This report of the Board was approved on 13 July 2026 and signed on its behalf by:

Kim Newman
Chair of the Board

Independent Auditor's Report to the Members of Saffron Housing Trust Limited

Opinion

We have audited the financial statements of Saffron Housing Trust Limited (the "Trust") and its subsidiaries (the "Group") for the year ended 31 March 2026 which comprise the consolidated and Trust Statement of Comprehensive Income, the consolidated and Trust Balance Sheets, the consolidated and Trust Statement of Changes in Reserves, the consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and Trust's affairs as at 31 March 2026 and the Group and Trust's surplus or deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing from April 2022.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial

statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

Other information

The Board is responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.



Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the group; or
- a satisfactory system of controls over transactions has not been maintained; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on pages 26, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Group's and Trust's ability to continue as a going

concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Group or Trust or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Trust operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements such as the Co-operative and Community Benefit Societies Act 2014 (and related Directions and regulations), the Housing and Regeneration Act 2008 and other laws and regulations application to a registered social housing provider in England together with the Housing SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statements items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Trust's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Trust for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Regulator of Social Housing, health and safety, taxation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Board and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, designing audit procedures over the timing of income and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an

audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the Trust's members as a body in accordance with the Co-operative and Community Benefit Societies Act 2014 and the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Trust's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trust and the Trust's members as a body, for our audit work, for this report, or for the opinions we have formed.

Vincent Marke
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP

Statutory Auditor
55 Ludgate Hill
London
EC4M 7JW
Date: 9 September 2026



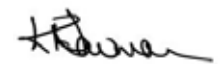
Consolidated & Company Statement of Comprehensive Income

For the year ended 31 March 2026

	Note	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Turnover	4,5	54,600	49,471	49,554	47,316
Cost of sales	4	(6,129)	(5,336)	(1,414)	(3,272)
Operating expenditure	4,5	(36,513)	(34,251)	(37,061)	(35,040)
Other income – gift aid		-	-	871	332
Gain on disposal of property, plant and equipment	9	4,369	4,516	4,369	4,516
Operating surplus		16,327	14,400	16,319	13,852
Interest receivable	10	390	185	966	764
Interest payable and similar charges	11	(10,519)	(9,884)	(10,640)	(10,009)
Surplus before tax		6,198	4,701	6,645	4,607
Taxation	12	(205)	(13)	(204)	(44)
Surplus for the year		5,993	4,688	6,441	4,563
Actuarial (loss)/gain in respect of pension schemes	29	5	8,813	5	8,813
Total comprehensive income for the year		5,998	13,501	6,446	13,376

The results relate wholly to continuing activities. The accompanying notes form part of these financial statements.

The financial statements on pages 52 to 85 were approved by the Board and authorised for issue on 13 July 2026 and are signed on its behalf by:


Kim Newman
Chair of Board


Rob Lankey
Board Member


Tom Riches
Company Secretary

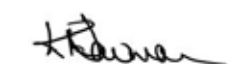
Consolidated & Company Balance Sheet

For the year ended 31 March 2026

	Note	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Fixed assets					
Intangible assets	13	-	-	3,069	3,416
Housing properties	14	374,122	352,258	376,914	354,229
Other fixed assets	15	4,049	3,813	3,999	3,762
Investments	16	-	-	50	50
		378,171	356,071	384,032	361,457
Current assets					
Properties held for sale	17	7,140	5,131	7,223	5,173
Stock and work in progress	18	16,703	13,741	338	289
Trade and other debtors	19	4,388	3,552	5,799	3,434
Long term debtors with subsidiaries	34	-	-	7,700	7,700
Cash and cash equivalents		36,024	5,894	31,477	3,486
		64,255	28,318	52,537	20,082
Current liabilities					
Creditors: amounts falling due within one year	20	(19,056)	(14,201)	(16,212)	(14,797)
Net current assets		45,199	14,117	36,325	5,285
Total assets less current liabilities		423,370	370,188	420,357	366,742
Creditors: amounts falling due after more than one year	21	(320,048)	(280,496)	(320,063)	(280,514)
Provision for liabilities					
Other provisions	26	(73)	(1,142)	(51)	(1,132)
Pension provision	29	(61)	8,640	(61)	8,640
Total net assets		103,188	97,190	100,182	93,736
Income and expenditure reserve		103,188	97,190	100,182	93,736

The accompanying notes form part of these financial statements.

The financial statements on pages 52 to 85 were approved by the Board and authorised for issue on 13 July 2026 and are signed on its behalf by:


Kim Newman
Chair of Board


Rob Lankey
Board Member


Tom Riches
Company Secretary



Consolidated & Company Statement of Changes in Reserves

For the year ended 31 March 2026

	Note	Group £'000	Company £'000
Balance as at 31 March 2024			
		83,689	80,360
Surplus for period		4,688	4,563
Other comprehensive income			
Actuarial gain	29	8,813	8,813
Balance as at 31 March 2025		97,190	93,736
Surplus for period		5,993	6,441
Other comprehensive income			
Actuarial gain	29	5	5
Balance as at 31 March 2026		103,188	100,182

The accompanying notes form part of these financial statements.

Consolidated Statement of Cash Flows

For the year ended 31 March 2026

	Note	Year ended 31 March 2026		Year ended 31 March 2025	
		£'000	£'000	£'000	£'000
Net cash generated from operating activities	32		29,697		16,912
Cash flow from investing activities					
Purchase of tangible fixed assets		(34,261)		(24,894)	
Proceeds from sale of tangible fixed assets		6,183		6,036	
Sale of housing properties receipts paid to South Norfolk District Council		(376)		(75)	
Grants received		17,150		2,932	
Interest received		289		215	
			(11,015)		(15,786)
Cash flow from financing activities					
Interest paid		(9,686)		(10,140)	
Loan drawdown		58,681		5,000	
Payment of deferred borrowing costs		(525)		(72)	
Repayment of loan		(37,000)		-	
			11,470		(5,212)
Corporation tax (paid)/refunded			(22)		62
Net change in increase/(decrease) in cash and cash equivalents			30,130		(4,024)
Cash and cash equivalents at beginning of year			5,894		9,918
Cash and cash equivalents at end of the year			36,024		5,894

The accompanying notes form part of these financial statements.



Notes forming part of the financial statements for the year ended 31 March 2026

1. Legal Status

Saffron Housing Trust Limited (Saffron) is a Co-operative & Community Benefit Society and is an English registered social housing provider.

The address of Saffron's registered office and principal place of business is Saffron Barn, Swan Lane, Long Stratton, Norfolk, NR15 2XP.

Saffron's principal activity is the provision of social housing. The nature of Saffron's operations is to provide social housing. It is a public benefit entity with charitable status for corporation tax purposes.

Saffron has three subsidiaries. Crimson Development Homes Limited is a registered company which was formed to undertake the Design and Build of Saffron's land-led developments. Crocus Homes Limited is a registered company which develops new build private market housing. Saffron Housing Finance plc's principal activity is to issue bonds on behalf of the Saffron Group which comprises Saffron Housing Trust Limited, Crocus Homes Limited, Crimson Development Homes Limited and Saffron Housing Finance plc (the 'Group').

2. Accounting policies

Basis of accounting

The financial statements of the group and association are prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022 and under the historical cost convention.

Saffron Housing Trust Limited is a public benefit entity in accordance with FRS102.

Monetary amounts in these financial statements are rounded to the nearest whole £1,000, except where otherwise indicated.

Basis of consolidation

The consolidated financial statements incorporate those of the parent company and its subsidiary undertakings Crocus Homes Limited, Crimson Development Homes Limited and Saffron Housing Finance plc, using the acquisition method of consolidation. All financial statements are made up to 31 March 2026. All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation.

Operating segments

Since there are publicly-traded securities within the Group, we are required to disclose information about our operating segments under IFRS 8. Segmental information, as presented to the Chief Operating Decision Maker (who are the Board), is disclosed in notes 4 and 5. Information about income, expenditure, and assets attributable to material operating segments are presented based on the nature and function of housing assets held by the Group, rather than by geographical location. As permitted by IFRS 8 this is appropriate due to the similarity of the services provided, the nature of the risks associated, the type and class of customer and the nature of the regulatory environment across the geographical locations in which the Group operates. The Board do not routinely receive segmental information disaggregated by geographical location.

Reduced disclosures

In accordance with FRS 102, Saffron has taken advantage of the exemptions from Section 7 'Statement of Cash Flows' – Presentation of Statement of Cash Flows and related notes and disclosures in the individual entity financial statements.

Going concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report. The Group has in place long-

term debt facilities which provide adequate resources to finance committed reinvestment and development programmes, along with the Group's day-to-day operations. The Group also has a long-term business plan which shows that it can service these debt facilities while continuing to comply with lenders' covenants. On this basis, the Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, being a period of at least 12 months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

Revenue recognition

Turnover represents goods sold or services provided to customers outside of the Group, net of value added tax. Where applicable, value-added tax is charged and paid over to HM Revenue and Customs.

Turnover is recognised at the fair value of the consideration received or receivable. Rental income and service charges are recognised on an accruals basis in line with tenancy agreements. Proceeds on the sale of housing properties are recognised upon legal completion of the sale.

The principal activity of the subsidiary company Crimson Development Homes Limited is the development of building projects. Crimson was formed to undertake the Design and Build of Saffron's land-led developments. Crimson project manages the land-led scheme on behalf of Saffron, incurring costs from suppliers and recharging that cost to Saffron with a management fee.

The principal activity of the subsidiary company Crocus Homes Limited is to carry out construction work for new build private market housing developments. Revenue relating to open market sales is recognised when the property legally completes. When it is probable that total costs to complete a plot(s) will exceed total contract turnover, the expected loss is recognised as an expense immediately. On affordable homes delivered by Crocus the revenue and cost is recognised by reference to the stage of completion per the agreed contract with the customer.

Interest income

Interest income is accrued on a time-apportioned basis, by reference to the principal outstanding at the effective interest rate.

Government grants

Government grants include grants receivable from Homes England, local authorities, and other government bodies.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met, and the grants will be received. Reasonable assurance is achieved when the grant provider gives notification of when payment will be made, or the grant is received.

Government grants received for housing properties are recognised in income over the useful economic life of the structure (excluding land) of the asset under the accruals model.

Government grants received for components are recognised in income over the useful economic life of the component of the asset under the accruals model.

Government grants relating to revenue are recognised as income over the periods when the related costs are incurred once reasonable assurance has been gained that the company will comply with the conditions and the funds will be received.

Other grants

Grants received from non-government sources are recognised using the performance model. Grants are recognised as income when the associated performance conditions are met.

Housing properties

Housing properties are properties for the provision of social housing and are principally properties available for rent and shared ownership. Completed housing and shared ownership properties are stated at cost less accumulated depreciation and impairment losses. The development cost of housing properties includes the following:

- cost of acquiring land and buildings
- cost of construction



- “on costs” directly attributable to bringing the properties into working condition for their intended use.

All invoices and architects’ certificates relating to capital expenditure incurred in the year at gross values before retention are included in the financial statements for the year, provided that the dates of issue or valuation are prior to the year end.

Expenditure on major refurbishment to properties is capitalised where the works increase the net rental stream over the life of the property. An increase in the net rental stream may arise through an increase in the net rental income, a reduction in future maintenance costs, or an extension in the life of the property. All other repair and replacement expenditure (other than those classified as components) is charged to the Statement of Comprehensive Income.

The group separately identifies the cost of structure and major components of its housing properties and capitalises these at the time of installation. Depreciation is charged to write down the cost of each component to nil, on a straight-line basis over the following years:

Land	Nil
Assets under construction	Nil
Property Structure	100 Years
Boiler Replacement	15 Years
Central Heating, Kitchens, Lifts	20 Years
Bathrooms, Rewiring, Doors, Photovoltaics	25 Years
Windows	30 Years
Roofs Replacement, Loft and Solid Walls insulation	40 Years

The net book value of any component replaced by a new component is charged to depreciation expense in the period it is replaced.

Sale of housing properties

The sale of properties under the Right to Buy scheme are treated as sales of fixed assets and not as properties developed for sale. The surplus or deficit arising on sale is shown net of the share due to South Norfolk

District Council and after deducting the carrying value of the properties and related sale expenses.

Proceeds from the sale of the first tranche of properties developed for sale under shared ownership/equity schemes are treated as turnover with the appropriate proportion of costs based on the first tranche percentage sold, shown in cost of sales. The remaining property cost is included as a fixed asset.

The sale of second or subsequent tranches, or the sale of property not developed for sale under shared ownership/equity, are treated as sales of fixed assets and the surplus or deficit arising on sale is shown after deducting the share of the carrying value and related sale expenses.

Other fixed assets

Other fixed assets are initially measured at cost, net of depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost, less estimated residual values, of each asset over its expected useful life as follows:

	Straight Line Basis
Office accommodation	5 – 20%
Other buildings under construction	0%
Gardening equipment, Vehicles, Computer equipment	10 – 20%
Office furniture & equipment	5 – 20%
Photovoltaic systems	4%

Intangible assets

Intangible assets are initially measured at cost, less accumulated amortisation and accumulated impairment losses. Goodwill is amortised on a straight-line basis over its estimated remaining useful life on acquisition from Crocus, which was 10 years and 3 months at the transaction date (31 October 2024).

Impairment of fixed assets

An assessment is made at each reporting date of whether there are indications that a fixed asset (including housing properties) or cash-generating unit may be impaired or that an impairment loss previously recognised has fully or partially reversed. If such indications exist, Saffron estimates the recoverable amount of the asset. The indicators of impairment considered are those listed within the Housing Statement of Recommended Practice (SORP).

Shortfalls between the carrying value of fixed assets or cash-generating units and their recoverable amounts, being the higher of fair value less costs to sell and value-in-use of the asset based on its service potential, are recognised as impairment losses in the income and expenditure account.

The Group defines “cash generating units” as housing schemes except where its schemes are not sufficiently large enough in size, or where it is appropriate to group schemes located close together geographically into larger cash generating units.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Reversals of impairment losses are recognised in income and expenditure. On reversal of an impairment loss, the depreciation or amortisation is adjusted to allocate the asset’s revised carrying amount (less any residual value) over its remaining useful life.

Impairment of intangible assets

An assessment is made at each reporting date of whether there are indications that an intangible asset (including goodwill) may be impaired. If such indications exist, Saffron estimates the recoverable amount of the intangible asset in accordance with Section 27 of FRS 102.

Shortfalls between the carrying value of intangible assets and their recoverable amounts are recognised as impairment losses in the income and expenditure account.

Stock

Stock is valued at the lower of cost and net realisable value.

Investments

Long-term investments are classified as fixed assets. Short-term investments are classified as current assets. The fixed asset investment in the subsidiaries is included in the balance sheet at historical cost. Other short term, unlisted investments are stated at cost. Provision is made for any impairment in the value of fixed asset investments.

VAT

The group charges value added tax (VAT) on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by the group and not recoverable from HM Revenue and Customs. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset.

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The holiday year for Saffron accrues between January and December each year. The cost of any unused entitlement accrued between January and March is recognised in the period in which employees’ services are received.

Defined benefit obligation

Saffron participates in the Social Housing Pension Scheme (SHPS), which has members in both a defined contribution and a defined benefit scheme.

The cost of providing benefits for the SHPS defined benefit scheme is determined using the projected unit credit method.

The net defined benefit asset/liability represents the present value of the defined benefit obligation minus the fair value of plan assets out of which obligations are to be settled. Any asset resulting from this calculation is limited to the present value of available refunds or reductions in future contributions to the plan.



The rate used to discount the benefit obligations to their present value is based on market yields for high quality corporate bonds with terms and currencies consistent with those of the benefit obligations.

Gains or losses in relation to defined benefit obligations recognised in profit or loss:

- The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost.
- The cost of plan introductions, benefit changes, settlements and curtailments are recognised as incurred.
- Net interest on the net defined benefit asset/liability comprises the interest cost on the defined benefit obligation and interest income on the plan assets, calculated by multiplying the fair value of the plan assets and liabilities at the beginning of the period by the rate used to discount the benefit obligations.

Gains or losses recognised in other comprehensive income:

- Actuarial gains and losses.
- The difference between the interest income on the plan assets and the actual return on the plan assets.

Termination/redundancy costs

Redundancy and termination costs are accounted for on an accruals basis when the commitment to terminate a post of the grounds of redundancy has been made.

Financial instruments

Saffron applies the provisions of Section 11 'Basic Financial Instruments' to its financial instruments.

Financial assets and financial liabilities are recognised when Saffron becomes a party to the contractual provisions of the instrument and are offset only when Saffron currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets – debtors

All debtors are receivable within one year, do not constitute a financing transaction and are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit or loss for the excess of the carrying value of the trade debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Financial liabilities – creditors

All trade creditors are payable within one year, do not constitute a financing transaction and are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Financial liabilities – borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised using the effective interest method and is included in interest payable and similar charges.

Debt instruments that do not meet the conditions in FRS102, paragraph 11.9, are subsequently measured at fair value through income and expenditure.

Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flows expire or are settled, or substantially all the risks and rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability

(or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled, or expires.

Provisions

Provisions are recognised when Saffron has an obligation at the reporting date because of a past event from which it is probable will result in the transfer of economic benefits, and that obligation can be estimated reliably.

Taxation

The tax expense represents the sum of the current tax expense and deferred tax expense. Current tax assets are recognised when tax paid exceeds the tax payable.

Current tax is based on taxable profit for the year. Taxable profit differs from total comprehensive income because it excludes items of income or expense that are taxable or deductible in other periods. Current tax assets and liabilities are measured using tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised, or the liability is settled based on tax rates that have been enacted or substantively enacted by the reporting date. Deferred tax is not discounted.

Deferred tax liabilities are recognised in respect of all timing differences that exist at the reporting date. Timing differences are differences between taxable profits and total comprehensive income that arise from the inclusion of income and expenses in tax assessment in different periods from their recognition in the financial statements. Deferred tax assets are recognised only to the extent that it is probable that they will be recovered by the reversal of deferred tax liabilities or other future taxable profits.

Current and deferred tax is charged or credited in profit or loss, except when it relates to items charged or credited to other comprehensive income or equity, when the tax follows the transaction or event it relates to and is also charged or credited to other comprehensive income or follows equity.

Current tax assets and current tax liabilities and deferred tax assets and deferred tax liabilities are offset, if and only if, there is

a legally enforceable right to set off the amounts and the entity intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Prior period adjustments

Prior period adjustments are made when material errors are found in the prior year financial statements or where there is a change in accounting policy.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement

Impairment

Triggers of impairment to assets and the net realisable value of stock and property held for sale are considered annually.

Other provisions

Following a review of rents and service charges a provision was recognised in the financial statements for the year ended 31 March 2025 which reflected management's best estimate of potential liabilities at the reporting date. The estimate involved significant judgement because there were follow-up investigations to be completed before a final conclusion could be drawn.

During the year ended 31 March 2026 it was established that there was no liability and the provision was reduced to zero.



4. Turnover, operating costs and operating surplus – Group

	Turnover 2026 £'000	Cost of sales 2026 £'000	Operating expenditure 2026 £'000	Other 2026 £'000	Operating surplus 2026 £'000	Operating surplus 2025 £'000
Social housing lettings	45,183	-	(36,009)	-	9,174	7,223
Other social housing activities:						
First tranche property sales	1,604	(1,050)	-	-	554	1,494
	46,787	(1,050)	(36,009)	-	9,728	8,717
Non-social housing activities:						
Photovoltaic panel income	1,460	-	-	-	1,460	1,231
Recharges to subsidiaries	-	-	-	-	-	-
Open market sales	6,085	(5,079)	(209)	-	797	(220)
Construction contracting	-	-	(233)	-	(233)	-
Other non-social housing activities	268	-	(62)	-	206	156
Gift Aid	-	-	-	-	-	-
Gain on disposal of assets	-	-	-	4,369	4,369	4,516
Result of Group	54,600	(6,129)	(36,513)	4,369	16,327	14,400

4. Turnover, operating costs and operating surplus – Company

	Turnover 2026 £'000	Cost of sales 2026 £'000	Operating expenditure 2026 £'000	Other 2026 £'000	Operating surplus 2026 £'000	Operating surplus 2025 £'000
Social housing lettings	45,183	-	(36,022)	-	9,161	7,184
Other social housing activities:						
First tranche property sales	1,604	(1,067)	-	-	537	1,444
	46,787	(1,067)	(36,022)	-	9,698	8,628
Non-social housing activities:						
Photovoltaic panel income	1,460	(347)	-	-	1,113	165
Recharges to subsidiaries	1,039	-	(1,039)	-	-	-
Open market sales	-	-	-	-	-	-
Other non-social housing activities	268	-	-	-	268	211
Gift Aid	-	-	-	871	871	332
Gain on disposal of assets	-	-	-	4,369	4,369	4,516
Result of Company	49,554	(1,414)	(37,061)	5,240	16,319	13,852



5. Particulars of income and expenditure from social housing lettings

	General needs housing	Supported and housing for older people	Shared ownership	Total 2026	Total 2025
	£'000	£'000	£'000	£'000	£'000
Rent receivable net of voids	36,587	5,165	913	42,665	39,020
Service charges receivable	111	1,571	58	1,740	1,743
Net rental income	36,698	6,736	971	44,405	40,763
Revenue grants	-	-	-	-	-
Amortised grant	504	200	74	778	640
Turnover from Social Housing Lettings	37,202	6,936	1,045	45,183	41,403
Management	(6,143)	(1,412)	(254)	(7,809)	(7,502)
Service charges costs	(111)	(1,571)	(58)	(1,740)	(1,743)
Routine maintenance	(8,026)	(1,229)	(12)	(9,267)	(8,467)
Planned maintenance	(3,227)	(321)	(11)	(3,559)	(3,542)
Major repairs	(58)	(26)	(1)	(85)	(443)
Depreciation and amortisation charged	(6,483)	(1,012)	(136)	(7,631)	(6,759)
Other costs	(5,001)	(306)	(70)	(5,377)	(5,562)
Bad debts	(475)	(53)	(26)	(554)	(201)
Operating costs on Social Housing Lettings	(29,524)	(5,930)	(568)	(36,022)	(34,219)
Operating surplus on Social Housing Lettings	7,678	1,006	477	9,161	7,184
Void losses (being rental income lost as a result of property not being let, although it is available for letting)	559	184	8	751	677

6. Employees

The average monthly number of persons (including directors) employed by the company and group during the year was:

	2026 Full time	Part time	2025 Full time	Part time
Directors & Support Services	79.7	15.0	66.0	21.1
Housing Management	26.6	10.3	23.3	8.0
Property Services	13.3	0.5	12.5	1.1
Craftworkers/Maintenance	103.5	7.7	99.1	7.3
Wardens/Care workers	3.3	4.4	6.0	3.0
Gardeners/Caretakers	7.1	2.7	5.7	4.7
	233.5	40.6	212.6	45.2

The average number of full-time equivalent staff (excluding directors) was 260.4 (2025: 244).

Staff costs for the above persons consist of:

	2026 £'000	2025 £'000
Wages and salaries	11,098	10,484
Employer's National Insurance	1,355	1,072
Defined Benefit Pension scheme charge/(gain) (see note 29)	24	29
Non-Defined Benefit Pension scheme charge	984	630
Terminations	78	176
	13,539	12,391

Remuneration bands greater than £60,000 of key management personnel

	2026	2025
£60,001 to £70,000	11	17
£70,001 to £80,000	9	3
£80,001 to £90,000	6	3
£90,001 to £100,000	0	2
£100,001 to £110,000	2	0
£110,001 to £120,000	2	0
£120,001 to £130,000	1	1
£130,001 to £140,000	0	0
£140,001 to £150,000	0	1
£150,001 to £160,000	0	4
£160,001 to £170,000	4	0
£170,001 To £180,000	0	0
£180,001 To £190,000	0	0
£190,001 To £200,000	1	1

There were six members of staff (excluding Executive directors) in remuneration bands over £100,000: Managing Director of Crocus, Director of Technology Data & Change, Director of Tenant Services, Head of Construction, Commercial Director and Director of Asset.



Pension contributions

The employers' contribution rate to the Social Housing Pension Scheme (SHPS) was 6% (2025: 6%) plus an annual payment of £24k (2025: £27k) respectively.

7. Non-executive and executive directors

Directors are defined as the unpaid Non-Executive Directors, the Chief Executive Officer, Chief Commercial Officer, Chief Operating Officer and Chief Corporate and Partnerships Officer and are considered to be the key management personnel. Their remuneration during the period was as follows:

In respect of the directors of Saffron:

	2026 £'000	2025 £'000
Executive directors		
Remuneration and fees	625	610
Pension scheme contributions	61	52
Benefits in Kind	2	1
Sub-total	688	663
Employer's national insurance	86	73
	774	736
Emoluments of the highest paid director	181	176
Pension scheme contributions	18	17
	199	193
Non-executive directors	2026	2025
Expenses payable to Non-Executive Directors who were not employees of the group	-	-
Fee paid to Non Executives of Saffron Housing Trust Limited	93	90
Benefits in Kind	-	-

The Chief Executive Officer was an ordinary member of the Aviva pension scheme with no enhanced or special terms applied. Contributions towards the Chief Executive's pension by the group amounted to £18k (2025 - £17k). The Chief Executive's notice period is 6 months.

		Gross Salary £	Benefits in kind £	Pension contributions £	2026 Total £	2025 Total £
Non-executive directors who served on the Board						
Martin Aust		8,104	-	-	8,104	5,340
Kim Newman		13,049	-	-	13,049	12,401
Mike Jolly	R 31/03/25	-	-	-	-	7,212
Tom Fadden		7,299	-	-	7,299	7,000
Alison Inman	R 22/09/25	3,598	-	-	3,598	7,000
Rob Lankey		8,449	-	-	8,449	8,000
Neil Watts		2,607	-	-	2,607	5,250
Jason Margetts		7,299	-	-	7,299	7,000
Tallia Langston		5,287	-	-	5,287	5,250
Asha Cleavelly	R 31/12/25	5,475	-	-	5,475	7,000
Jayne Sharma	R 31/03/26	5,287	-	-	5,287	5,250
Robyn Llewellyn	A 01/04/25	7,299	-	-	7,299	-
Chantelle Harrison	A 22/09/25	2,806	-	-	2,806	-
Don Evans	A 22/09/25	3,866	-	-	3,866	-
Independent Committee Members						
Anna Bennet		3,250	-	-	3,250	3,250
Ian Pinches		3,250	-	-	3,250	3,250
Kate Slack	R 22/09/25	1,604	-	-	1,604	3,250
Michelle Baker	R 14/06/24	-	-	-	-	666
Jodie Cunnington-Brock		3,250	-	-	3,250	3,250
Steve Brightwell		3,250	-	-	3,250	3,250
Adrian Stone		3,250	-	-	3,250	1,083
Siobhan Trice		3,250	-	-	3,250	1,083
Independent Crocus Board Members						
Andrew Speed		4,750	-	-	4,750	4,750
Trevor Conway	R 11/06/24	-	-	-	-	935
Terence Fuller		4,750	-	-	4,750	3,826
		111,029	-	-	111,029	105,296



Executive Officers	£'000	£'000	£'000	£'000	£'000
James Francis	181	-	18	199	193
Iain Innes	150	-	15	165	155
Malcolm O'Brien	147	-	14	161	157
Julia Pritchard	147	-	15	162	157
	625	-	62	687	662

8. Operating Surplus

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
This has been arrived at after charging				
Depreciation of housing properties	7,631	6,759	7,631	6,759
Depreciation of other owned tangible fixed assets	913	1,032	901	921
Amortisation of intangible assets	347	144	347	144
Profit on disposal of tangible fixed assets	77	13	77	13

Fees payable to External Auditors in respect of both audit and non-audit services are as follows:

	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Audit services – statutory audit of parent and consolidated financial statements	40	38	40	38
Audit of subsidiary's financial statements	25	24	-	-
Audit services – other	-	-	-	-
	65	62	40	38

9. Surplus on sale of fixed assets

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Sale of housing property under preserved right to buy				
Proceeds	1,317	535	1,317	535
Share of proceeds due to South Norfolk District Council	(929)	(376)	(929)	(376)
Cost of disposals	(199)	(99)	(199)	(99)
(Deficit)/Surplus on sale of housing property under preserved right to buy	189	60	189	60
Surplus on 2nd tranche shared ownership & equity sales	672	853	672	853
Surplus on sale of property under right to acquire	207	192	207	192
Surplus on sale of property on open market	3,224	3,398	3,224	3,398
Surplus on sale of land	55	12	55	12
Surplus on sale of plant & equipment	22	1	22	1
	4,369	4,516	4,369	4,516

10. Interest receivable

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
On bank deposits	390	185	388	184
On loan to subsidiary	-	-	578	580
	390	185	966	764



11. Interest payable

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Interest arising on;				
Bank loans and overdrafts	(10,331)	(10,124)	(10,395)	(10,195)
Interest paid to South Norfolk District Council on Right to Buy sales income	(22)	(9)	(22)	(9)
Amortisation of fees	(190)	(141)	(190)	(141)
Amortisation of bond set up fees	(29)	(29)	(29)	(29)
Amortisation of premium received on issue of retained bond	57	54	-	-
Defined benefit pension charge	(4)	365	(4)	365
	(10,519)	(9,884)	(10,640)	(10,009)

12. Corporation tax

	2026 Group £'000	2026 Saffron £'000	2026 Crimson £'000	2026 Crocus £'000	2025 Group £'000
<i>Current Tax</i>					
UK corporation tax on surplus for period	433	227	66	140	87
Adjustment in respect of qualifying charitable donation	(192)	-	(66)	(126)	(57)
Adjustment in respect of previous periods	(14)	-	-	(14)	-
Total current tax	227	227	-	-	30
<i>Deferred Tax</i>					
Origination and reversal of timing differences	(22)	(23)	-	1	(17)
Total deferred tax	(22)	(23)	-	1	(17)
Total tax charge/(credit)	205	204	-	1	13

The tax assessed for the year is lower than the standard rate of corporation tax in the United Kingdom at 3.32% (2025: 0.22%). The differences are explained as follows:

	2026 £'000	2025 £'000
UK corporation tax on group surplus for the year at the rate of 25% (2025: 25%):	1,550	1,467
Non-taxable charitable surplus	(1,117)	(1,397)
Expenses not deductible for tax purposes	-	1
Charitable Donations	(192)	(58)
Difference between capital allowances and depreciation	(22)	-
Adjustment in respect of previous periods	(14)	-
UK corporation tax payable for the year	205	13

Provision has been made for corporation tax on the parent company's activity in relation to photovoltaic income generation, following purchase of this business from Crocus Homes Limited in the 2024/25 financial year. The parent company is a registered charity and all other surpluses arising from its charitable activities are exempt from corporation tax.

13. Intangible assets

Company	Goodwill £'000
<i>Cost</i>	
At 1 April 2025	3,560
Additions	-
At 31 March 2026	3,560
<i>Amortisation</i>	
At 1 April 2025	(144)
Charge for the year	(347)
Disposals	-
At 31 March 2026	(491)
<i>Carrying amount</i>	
At 31 March 2025	3,416
At 31 March 2026	3,069

The goodwill intangible asset relates to goodwill arising on acquisition by Saffron of a photovoltaic panel (PV) generation business from its subsidiary, Crocus Homes Limited, on 31 October 2024. The asset is being amortised over the remaining duration of PV generation income receivable from a feed-in tariff agreement. At 31 March 2026 the asset had a remaining amortisation period of 8 years and 10 months.

There were no other intangible assets at 31 March 2026.



14. Tangible fixed assets – Housing Properties

Group	Social Housing properties held for letting £'000	Housing Properties for letting under construction £'000	Shared Ownership Properties Completed £'000	Total £'000
<i>Cost</i>				
At 1 April 2025	367,207	27,965	17,538	412,710
Additions:				
- construction costs	-	22,052	-	22,052
- works to existing properties	11,131	-	-	11,131
- other additions	(23)	-	-	(23)
Transfer to Stock	-	(3,321)	281	(3,040)
Disposals	(682)	-	(223)	(905)
Transfers	11,613	(13,400)	1,787	-
At 31 March 2026	389,246	33,296	19,383	441,925
<i>Depreciation</i>				
At 1 April 2025	(59,529)	-	(923)	(60,452)
Charge for the year	(6,685)	-	(933)	(7,618)
Disposals	247	-	20	267
At 31 March 2026	(65,967)	-	(1,836)	(67,803)
<i>Carrying amount</i>				
At 31 March 2025	307,678	27,965	16,615	352,258
At 31 March 2026	323,279	33,296	17,547	374,122

14. Tangible fixed assets – Housing Properties

Company	Social Housing properties held for letting £'000	Housing Properties for letting under construction £'000	Shared Ownership Properties Completed £'000	Total £'000
<i>Cost</i>				
At 1 April 2025	367,992	29,091	17,637	414,720
Additions:				
- construction costs	-	22,943	-	22,943
- works to existing properties	11,131	-	-	11,131
- other additions	(23)	-	-	(23)
Transfer to Stock	-	(3,378)	281	(3,097)
Disposals	(682)	-	(223)	(905)
Transfers	11,676	(13,481)	1,805	-
At 31 March 2026	390,094	35,175	19,500	444,769
<i>Depreciation</i>				
At 1 April 2025	(59,567)	-	(924)	(60,491)
Charge for the year	(6,697)	-	(934)	(7,631)
Disposals	247	-	20	267
At 31 March 2026	(66,017)	-	(1,838)	(67,855)
<i>Carrying amount</i>				
At 31 March 2025	308,425	29,091	16,713	354,229
At 31 March 2026	324,077	35,175	17,662	376,914



14. Tangible fixed assets – Housing Properties (Continued)

Expenditure on works to existing properties	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Components capitalised	11,131	9,571	11,131	9,571
Amounts charged to income and expenditure	85	443	85	443
	11,216	10,014	11,216	10,014

67% of the Group and Company's freehold housing properties were valued at £486m by JLL Property Consultancy Limited (Chartered Surveyors) during the 2025/26 financial year. The valuation was conducted using a mix of Existing Use Value for Social Housing (EUV-SH) and Market Value Subject to Tenancy (MVT) bases.

15. Tangible fixed assets – Other

	Freehold offices £'000	Gardening equipment £'000	Vehicles £'000	Computer equipment £'000	Office furniture & equipment £'000	Company Total £'000	Crocus £'000	Group Total £'000
<i>Cost</i>								
At 1 April 2025	2,878	168	2,065	3,098	205	8,414	56	8,470
Additions	114	15	626	379	6	1,140	11	1,151
Disposals during year	-	-	(223)	-	-	(223)	-	(223)
At 31 March 2026	2,992	183	2,468	3,477	211	9,331	67	9,398
<i>Less: Depreciation</i>								
At 1 April 2025	(1,211)	(157)	(1,278)	(1,917)	(89)	(4,652)	(5)	(4,657)
Charge for period	(83)	(3)	(276)	(512)	(27)	(901)	(12)	(913)
Disposals	-	-	221	-	-	221	-	221
At 31 March 2026	(1,294)	(160)	(1,333)	(2,429)	(116)	(5,332)	(17)	(5,349)
<i>Carrying amount</i>								
At 31 March 2025	1,667	11	787	1,181	116	3,762	51	3,813
At 31 March 2026	1,698	23	1,135	1,048	95	3,999	50	4,049

16. Investment in subsidiaries

The company holds the whole of the issued share capital of 2 ordinary shares of £1 each in Crocus Homes Limited, a company incorporated in England and Wales whose principal activity is the construction of domestic buildings. The shares were acquired at their nominal value of £2.

The company holds the whole of the issued share capital of 1 ordinary shares of £1 each in Crimson Development Homes Limited, a company incorporated in England and Wales whose principal activity is the development of building projects. The shares were acquired at their nominal value of £1.

The company holds 50,000 ordinary shares of £1 each in Saffron Housing Finance plc, a company incorporated in England and Wales. 12,500 shares are paid up and the remaining liability for unpaid issued share capital is shown in creditors.

17. Properties for sale

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Shared Ownership	7,140	5,131	7,223	5,173

18. Stock

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Consumable Stores	338	289	338	289
Development work in progress	16,365	13,452	-	-
	16,703	13,741	338	289



19. Debtors

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Arrears of rent and service charges	1,712	1,814	1,712	1,814
Less: Provision for bad and doubtful debts	(1,541)	(1,362)	(1,541)	(1,362)
	171	452	171	452
Trade debtors	651	1,088	365	847
Due from Crocus Homes Ltd	-	-	1,445	414
Due from Saffron Housing Finance plc	-	-	108	108
Due from Crimson Development Homes Ltd	-	-	312	169
VAT recoverable	168	568	-	-
Corporation tax recoverable	-	-	-	-
Other debtors	3,398	1,444	3,398	1,444
	4,388	3,552	5,799	3,434

Within other debtors are amounts relating to a liquidity reserve fund. Saffron was required to pay into this under the terms of the loan secured through the Affordable Homes Guarantee Scheme in November 2025, as security against potential non-payment of interest or fees. Any unutilised amounts will be returned to Saffron upon repayment of the loan.

The remaining debtors are all considered to be recoverable within one year.

20. Creditors: amounts falling due within one year

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Trade creditors	6,254	1,310	2,277	1,043
Contractors and unpaid retentions	2,373	2,395	1,664	2,328
Development creditor	890	1,963	890	1,963
Other tax and social security costs	294	252	294	252
Corporation tax	240	30	226	15
Outstanding pension scheme contributions	2	-	2	-
Due to South Norfolk District Council	964	393	964	393
Due to Saffron Housing Finance plc	-	-	1,472	1,475
Due to Crocus Homes Limited	-	-	-	156
Due to Crimson Development Homes Ltd	-	-	1,901	1,671
Rents in advance	432	386	432	386
Deferred capital grant	848	623	848	623
Recycled capital grant (note 23)	93	507	93	507
Other creditors and accruals	6,666	6,342	5,149	3,985
	19,056	14,201	16,212	14,797

21. Creditors: amounts falling due after more than one year

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Debt (note 25)	245,450	222,401	119,521	96,446
Debt due to Saffron Housing Finance plc (note 25)	-	-	125,944	125,974
Deferred capital grant (note 22)	67,188	52,471	67,188	52,471
Lease premium	1,468	1,482	1,468	1,482
Capital improvements grant	5,942	4,142	5,942	4,141
	320,048	280,496	320,063	280,514



22. Deferred capital grant

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
<i>Gross value</i>				
At 1 April 2025	57,704	51,242	57,704	56,062
Additions:				
- Grants received during the year	15,129	1,715	15,129	1,715
- Transferred from recycled capital grant	507	-	507	-
- other additions	(50)	-	(50)	-
Transferred to recycled capital grant	(92)	(48)	(92)	(48)
Transferred to recycled grant	(83)	(25)	(83)	(25)
Moved to creditors due in less than one year	(225)		(225)	-
At 31 March 2026	72,890	52,884	72,890	57,704

Amortisation (contingent grant)

At 1 April 2025	(5,233)	-	(5,233)	(4,820)
Amortisation in the year	(493)	(417)	(493)	(417)
Disposal (transfer to revenue)	24	4	24	4
At 31 March 2026	(5,702)	(413)	(5,702)	(5,233)

Carrying amount

At 1 April 2025	52,471	51,242	52,471	51,242
At 31 March 2026	67,188	52,471	67,188	52,471

The Social Housing grant included above is repayable in the event of the disposal of the related property. However, the repayment of Social Housing grant would be subordinated behind any private loans with charges on these properties. The total gross amount potentially repayable is £67.2m. Amounts due to be released in less than one year of £848k (2025: £623k) are included within other creditors.

23. Recycled capital grant

Funds pertaining to its activities within areas covered by the Homes and Communities Agency (now Homes England):

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Opening Balance	507	434	507	434
Grants recycled	92	15	92	15
Interest accrued	1	21	1	21
Recycling of grant – new build	(507)	-	(507)	-
Other movements	-	37	-	37
At 31 March 2026	93	507	93	507
Amounts 3 years old or older where repayment may be required	-	-	-	-

24. Financial instruments

The carrying amount of the Group and Company's financial instruments at 31 March 2026 were:

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
<i>Financial assets</i>				
Debt instruments measured at amortised cost	37,517	8,257	42,248	14,000
<i>Financial liabilities</i>				
Debt instruments measured at amortised cost	(259,509)	(232,513)	(257,625)	(234,660)



25. Debt

Long term debt repayable after more than five years:

	2026 Group £'000	2025 Group £'000	2026 Company £'000	2025 Company £'000
Payable by instalments	184,293	161,079	185,763	162,609
Payable by other than instalments	61,157	61,322	59,702	59,811
	245,450	222,401	245,465	222,420

Saffron borrows money to fund social housing property developments. The loans consist of a bond issue of £125m, a Private Placement of £60m, a Government-guaranteed bond of £60m secured under the Affordable Homes Guarantee Scheme (AHGS) and a Revolving Credit Facility (RCF) of £60m, of which £0m was drawn down at the balance sheet date (2025: £37m).

Interest rates on the loans are as follows:

AHGS	4.82%
Bond	4.64%
Private Placement	3.69%
RCF (drawn down funds)	SONIA + 1.025%
RCF (undrawn funds)	0.41%

Bond

In July 2013 Saffron increased its financing facilities via a bond issue of £125m. Of £75m issued, £50m was paid to Saffron in July 2013 and £25m in July 2014. £50m of retained bonds were sold in September 2014 at an interest rate of 4.42%, resulting in the receipt of a premium of £1.99m. This premium was lent from Saffron Housing Finance plc to Saffron Housing Trust Limited under a separate loan agreement at an agreed fixed interest rate of 4.64%. The capital is repayable on such dates and in such amounts as notified to the borrower from time to time.

The fair value (market value) of the bond at 31 March 2026 was £99.2m (2025: £104.7m).

RCF

In September 2022 Saffron renegotiated the Natwest Revolving Credit Facility for a further five years to September 2028 (with an option for two additional years). In August 2024 the facility was extended by a further year to September 2029.

In June 2025 Saffron agreed an amendment to the EBITDA-MRI covenant to EBITDA only.

AHGS

In November 2025 Saffron entered into a £60m loan agreement under the Affordable Housing Guarantee Scheme (AHGS), which is guaranteed by the UK Government.

The loans and bond are secured by a fixed charge over the property and assets transferred to Saffron on 17 May 2004, property built on transferred land since that date and new build properties to the value required.

26. Provisions for liabilities

	Holiday pay £'000	Deferred tax £'000	Legal costs £'000	Other provisions £'000	Company total £'000	Holiday pay £'000	Subsidiary deferred tax £'000	Group total £'000
Company								
At 1 April 2025	83	29	20	1,000	1,132	9	1	1,142
Utilised in year	-	-	(20)	-	(20)	-	-	(20)
Increased/ (Reversed) in year	(32)	(29)	-	(1,000)	(1,061)	10	2	(1,049)
	51	-	-	-	51	19	3	73

Deferred tax

The provision for deferred tax represents the balance of accelerated capital allowances.

Provision for deferred tax has been made as follows:

	2026 £'000	2025 £'000
Accelerated capital allowances	3	30

Holiday pay

This represents holiday accrued as a result of services rendered in the current period and which employees are entitled to carry forward. The provision is measured as the contractual cost payable for the period of absence.

Other provisions

This represents estimated costs relating to review of rents and service charges which was ongoing at the end of the 2024/25 financial year.

During the year ended 31 March 2026 it was established that there was no liability and the provision was reduced to zero.



27. Housing stock – group & company

The number of units of housing under development and in management at 31 March 2026 was:

	2026 No's	2025 (restated) No's
Housing units under development		
General needs housing		
- Social rent	215	208
- Affordable rent	81	155
Shared Equity	11	28
Shared Ownership	63	65
	370	456
Housing units in management		
General needs		
- Social rent	3,149	3,157
- Affordable rent	2,482	2,430
Housing for older people	590	590
Specialist housing	127	128
Low cost home ownership (LCHO)	290	281
Shared equity (LCHO)	136	134
	6,774	6,720
	7,144	7,176

Overall, there was a net increase of 54 owned units during the year.

A total of 101 new units were developed: 20 social rent units, 54 affordable rent units, and 27 low-cost home ownership units.

During the year 47 units were disposed of including 29 social rent units, 2 affordable rent units and 16 low-cost home ownership units.

Following a review of property data, comparative figures for 2025 have been restated to reflect changes in property classification:

- 178 properties previously reported as intermediate rent have been reclassified as affordable rent.
- 1 property has been reclassified from the general needs category to housing for older people.
- 44 shared equity properties have been removed from the total. Saffron's interest is limited to a financial charge; it was determined that these properties do not meet the criteria for inclusion within units under management.

28. Share capital

The parent (Saffron Housing Trust Limited) is an exempt charity registered in England by the Financial Conduct Authority under the Co-operative and Community Benefit Societies Act 2014. Saffron has 11 Shareholders who each have a share with a nominal value of one pound which carries no right to interest, dividend or bonus.

29. Pensions

Local Government Pension Scheme (LGPS)

The parent company exited the LGPS pension scheme on 31 October 2024. Cessation calculations confirmed a net asset position and a credit of £8.7m due to Saffron at 31 March 2025, which was paid during the year.

	31 March 2026 £'000
Opening asset at 1 April 2025	8,724
Receipt of cessation pension credit	(8,724)
Closing pension asset/(liability) at 31 March 2026	-

Social Housing Pension Scheme (SHPS)

The parent company has one member of SHPS, a multi-employer defined benefit scheme in the UK.

Full FRS102 disclosures (due to them being deemed immaterial) have not been made as there is only one member of the scheme.

The net liability in respect of this scheme at 31 March 2026 is £61,000 (2025: £84,000). The actuarial gain at 31st March 2026 of £5,000 (2025: £6,000) relates wholly to SHPS.

30. Capital commitments

Group and company	2026 £'000	2025 £'000
Capital expenditure contracted for but not provided for in the financial statements	54,722	57,005
Capital expenditure approved by Board but not contracted for	14,717	1,493
	69,439	58,498

The above capital expenditure will be funded by a combination of grant, operating cash flows, new borrowing of £60m raised in the year and £60m RCF Natwest facility, of which £0m had been drawn down at the balance sheet date.



31. Related party transactions

The following board members are also tenants:

Tom Fadden

Neil Watts (Power of Attorney for son's Tenancy, to September 2025)

Tallia Langston

Chantelle Harrison (from September 2025)

Their tenancies are on normal commercial terms. The aggregate rent for the period was £20,062 (2025: £21,287) and arrears were £602.98 at 31 March 2026 (2025: £567).

Transactions in the year with unregulated subsidiaries were:

	2026	2026	2026	2026	2025
	Total	Crocus	Crimson	SHF plc	Total
	£'000	Homes	Development	£'000	£'000
		Limited	Homes Ltd		
		£'000	£'000		
Labour, mileage and board payments charged to subsidiaries	1,039	1,004	35	-	821
Interest charged	578	578	-	-	580
Interest paid	(5,901)	-	-	(5,901)	(5,901)
Housing development costs recharged by subsidiary	(16,123)	(681)	(15,442)	-	(9,035)
Construction contracting sales invoiced by subsidiary	(4,895)	(4,895)	-	-	-
Design and build fees (invoiced)/credited by subsidiary	101	-	101	-	(11)
Gift Aid received from	871	500	263	108	332
Purchase of photovoltaic panel business from	-	-	-	-	(5,735)

Labour costs are apportioned based on time allocations.

There were no other related party transactions.

32. Reconciliation of surplus after tax to net cash generated from/ (used in) operations

	2026	2025
	Group	Group
	£'000	£'000
Surplus for the year	5,993	4,688
Adjustments for –		
Depreciation of tangible fixed assets	8,531	7,752
Defined benefit pension scheme	(22)	430
Amortisation of grant	(778)	(640)
Profit on disposal of assets	(4,369)	(4,516)
Corporation tax	205	13
Interest received	(390)	(185)
Interest payable	10,519	9,884
Operating cashflows before movements in working capital	19,689	17,426
Decrease/(Increase) in stock	(1,927)	(1,971)
Decrease/(Increase) in debtors	9,715	189
Increase/(Decrease) in creditors	3,262	255
Increase/(Decrease) in provisions	(1,042)	1,013
Net cash inflow from operating activities	29,697	16,912

33. Reconciliation of net cashflow to movement in net debt

Group	At 1 April 2025	Cashflows	Other non-cashflow movements	At 31 March 2026
Cash	5,894	30,130	-	36,024
Investments	-	-	-	-
Bank Loans due Greater than one year	(222,401)	(21,156)	(1,893)	(245,450)
	(216,507)	8,974	(1,893)	(209,426)

34. Long term debtors with subsidiaries

This amount represents the following relating to the subsidiary undertakings:

	2026	2025
	£'000	£'000
Unsecured loan to Crocus Homes Limited due in between 2 and 5 years	7,700	7,700
Unsecured loan to Crocus Homes Limited due in full after more than 5 years	-	-
	7,700	7,700



35. Board Member Declaration of Interests

Board Members	Declaration of Interests
Kim Newman	- Majority shareholder and Managing Director of PML (Programme Management) Ltd, PML Group Holdings Ltd and PML Business Holdings Ltd. - Director of Fellowes Plain Estate Limited - Director of Fellowes Plan Homes No4
Tom Fadden	- Owner/Shareholder of Purple Reach Disability Consultancy - Chair of JRIMG Norfolk - Saffron Tenant
James Francis	Director of Placeshapers
Robyn Llewellyn	- Chair of Suffolk Wildlife Trust - Director of Suffolk Wildlife Trust Trading
Don Evans	- Sole Trader operating as DEE Leadership Consultancy - Employed at a Leadership Consultant
Tallia Langston	- Tenant of Saffron - Disability Qualified Member of the First-Tier Tribunal, Social Entitlement Chamber for the Judicial Officer - Co-Chair Service User and Carer Council NSFT
Rob Lankey	50% owner of AKTC Ltd - Trustee of Armenian Ministries - Director of Seedar Finance Ltd - Chief Commercial Officer of Afin Bank Ltd
Jason Margetts	- Director and Shareholder of Hubertnoble Limited & Hubertnoble Investment Limited - Owner of Margetts Investments Limited - Director of Four Square Group
Martin Aust	- Owner of Pathfinder Development Consultants & Quarto Development Consultants (dormant company) - Chair of Peal Community Housing - Non-Exec Director Asett Homes - Director at Yoxford Cricket Club
Chantelle Harrison	Tenant of Saffron
Siobhan Trice	Employed by Norfolk Constabulary
Anna Bennett	- Director and Shareholder of Forge Pilates Ltd - Audit Committee Member of the Norfolk Police and Crime Commissioners Office - Trustee of Age UK Norwich
Adrian Stone	Employed by Orbit Group

Board Members	Declaration of Interests
Steve Brightwell	No Declarations
Jodie Cunnington-Brock	Employed by NP Law
Ian Pinches	- Non-Exec Director of Orwell Housing - Non-Exec Director of Keniston Housing Association - Non-Exec Director South Ronaldsay Community Association - Audit Committee Member of the Police & Crime Commissioner for Cambridgeshire & Peterborough

Company Information

- Regulator of Social Housing Registration No: LH4412
- Co-operative & Community Benefit Society Registration No: 32427R
- VAT Registration No: 831 2392 50
- Registered Office: Saffron Barn, Swan Lane, Long Stratton, Norwich, NR15 2XP

Bankers:

- Barclays Bank plc, 1 Churchill Place, London E14 5HP
- The Bank of New York Mellon, London Branch, One Canada Square, London E14 5AL
- National Westminster Bank Plc, 135 Bishopsgate, London EC2M 3UR

Solicitors:

- Anthony Collins Solicitors LLP, 134 Edmund Street, Birmingham B3 2ES
- Spire Solicitors, 36-40 Prince of Wales Road, Norwich, Norfolk NR1 1HZ
- Devonshires Solicitors LLP, 30 Finsbury Circus, London, EC2M 7DT
- Howes Percival, Flint Buildings, 1 Bedding Lane, Norwich, NR3 1RG

External auditors:

- Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

Internal auditors:

- TIAA, Artillery House, Fort Fareham, Newgate Lane, Fareham, PO14 1AH

If you would like further information on any of our data, please contact us on **01508 532000** or and ask to speak to the Governance team.

If you need information in this report in a different format such as a hard copy, large print, easy read, audio recording or braille, email **info@saffronhousing.co.uk** or call **01508 532000**.



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