



Every tenant deserves the best possible home and service

An update to the
Inspiring Saffron Strategy

May 2025



We believe every tenant deserves the best possible home and service.

Over recent years we have been using insight from tenants and data to build the strong foundations that enable us to provide the best possible home and service. These foundations include:

- Our Saffron Community Membership, which has over 350 members.
- Our Service Improvement Framework.
- An Executive structure with a dedicated Chief Tenant Officer.
- An approach to developing new homes that creates both communities and capacity.
- Transformed investment in existing homes by freeing up £2.0m per year from the way we run and fund Saffron and the award of £11.3m grant funding.
- We have achieved the highest possible governance and consumer grades following successive regulatory inspections, and a gold award from The Royal Society for the prevention of accidents for five successive years.

There remains a lot to do to provide the best possible home and service.

Over the next year we see the introduction of Awaab's Law, progress with the devolution of power to local mayors, local government reorganisation, and the government's strategy for housing.

Our strategic ambitions:

- **Inspiring Community** sets out the path to increasing tenant satisfaction from 74% to 90%, and the actions we will take over the next year.
- **Inspiring Organisation** sets out the path to outstanding colleague engagement which we believe necessary to achieve 90% tenant satisfaction, and the actions we will take over the next year.
- **Inspiring Innovation** sets out the path to freeing up a further £3m per year that we believe necessary to invest in providing the best possible home, service and workplace, and the actions we will take over the next year.

In achieving this strategy, we will not compromise the health and safety of tenants and colleagues, compliance with our legal and regulatory requirements, our C1 and G1 regulatory grades, and our financial golden rules, while actively seeking new opportunities and partnerships.



Inspiring Communities



We remain true to our founding principle of existing for the benefit of the community. We are committed to understanding tenant needs and ensuring their voices are central to decision-making. To achieve our ambition of increasing tenant satisfaction towards 90%, we will take the following actions over the next year.

- Targeted projects on Anti-Social Behaviour handling, complaints resolution, tenancy sustainment, and safeguarding to drive satisfaction in areas that tenants highlight as priorities.
- Shifting from reactive to planned service delivery, consulting with tenants and implementing new service standards including lettings, communal areas and the introduction of neighbourhood based management to provide tailored, consistent support to tenants.
- Embedding social impact initiatives, delivering projects such as the Care Leavers Support Programme, partnerships with financial hardship services, and Domestic Abuse Housing Alliance accreditation, all designed to create a safer, more supportive living environment.
- Strengthening tenant voice and accountability – continuing Service Quality Committee work to ensure tenant feedback meaningfully informs decision-making, complemented by improved performance reporting and transparent accessible communication.

Tenant Satisfaction*	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Ambition	-	80%	82%	84%	86%	88%	90%
Actual	72%	74%	-	-	-	-	-

* Regulatory Tenant Satisfaction Measure TP01, Proportion of respondents who report they are satisfied with the overall service from their landlord.



Inspiring Organisation



There is a clear link between colleague engagement and tenant satisfaction. The key actions to achieve very good colleague engagement next year and to set us up for the future are:

- Launching our new People Strategy to build a high-performing and values-driven organisation that supports outstanding service delivery to our tenants.
- Ensuring our technology maximises the interfaces between legacy systems, ensures colleagues have the tools to do the job and our data quantity & quality helps us drive tenant insights.
- Creating an inclusive and diverse organisation that represents the communities it serves, beginning with a new Equality, Diversity & Inclusion (EDI) strategy and action plan in quarter 1 2025/26.
- Ensuring that our organisational decision making and risk management is aligned to our strategy, so that all our colleagues understand how they can help shape and own decision making as close to the delivery point as possible.

Workplace Engagement*	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Ambition	-	Very good	Very good	Very good	Very good	Outstanding	Outstanding
Actual	Good	Good	-	-	-	-	-

*As described by the Best Companies methodology.

Inspiring Innovation



The key actions to increase capacity for investing in homes next year and to set us up for the future are:

- Renegotiate lender covenants to increase investment capacity.
- Launch value for money strategy with a target of £0.25m over the next year.
- Create new communities and capacity through the development of new homes
- in Saffron and our subsidiary Crocus Homes.
- Have a clear strategy for where Saffron can provide best possible homes and services for the future.

Capacity Gains	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Ambition	£1.1m	£1.9m	£2.75m	£3.75m	£4.25m	£4.75m	£5.0m
Actual	£1.1m	£2.0m	-	-	-	-	-