



# Value for Money Strategy 2026-30

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Every tenant deserves the best  
possible value for their rent.

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# Inspiring Saffron Strategy

*Every tenant deserves the best possible home and service.*

The Inspiring Saffron Strategy sets out three strategic themes, each led by a Chief Officer.



**Inspiring Community** sets out the actions and path to increasing tenant satisfaction to 90% by 2030.



**Inspiring Organisation** sets out the actions and path to outstanding colleague engagement which we believe is necessary to achieve 90% tenant satisfaction.



**Inspiring Innovation** sets out the actions and path to freeing up a further £3m per year to invest in providing the best possible home, service and workplace.

Our risk appetite sets out the things we will never compromise.

Value for Money (VfM) is embedded in the Inspiring Saffron Strategy. By delivering on these strategic themes, we are targeting exceptional outcomes along with £3m of capacity gains.

There are annual strategic objectives and key performance indicators that move us towards our 2030 targets. VfM is embedded in the annual objectives and progress against these annual objectives is reported to Board.

The VfM strategy is not only an integral part of the Inspiring Saffron Strategy, but it also reflects the requirements of the RSH standard.

# VfM Successes

VfM is about delivering our strategic objectives in the most economically sustainable, efficient and effective way. Below are some VfM successes, linked to economy, efficiency and effectiveness. These successes have enabled us to invest more in the homes and services we provide.

Economic sustainability is all about obtaining inputs (resources) at best value. The Inspiring Innovation strategy segment focuses on this. In May 2022 we refinanced our Barclays term loan with a Private Placement. This enabled us to save £1m in annual interest so we can invest more in improving homes.

Efficiency is all about getting optimal output for any given input. The Inspiring Organisation strategy segment focuses on this. In 2019 the Income Team was created; the arrears process was reviewed and Rentsense went live. This software allows the Income Team to focus on cases where tenants are in arrears, whereas in the previous system the team had to work through lists of accounts on a fortnightly

basis. These three improvements have reduced arrears from 3.2% in March 2019 to 1.53% in March 2025.

Effectiveness is all about outputs having optimal impact. The Inspiring Community strategy focuses on this. In 2023 we sold Clare House to South Norfolk District Council. This is an example of a property that was not fit for our needs but could serve a purpose in the community as temporary accommodation. The asset has remained in the community serving a vital purpose. We have also disposed of other assets where we are not best placed to have optimal impact such as Contact Care (our lifeline business) and the Caravan park in Costessey. We will continue to review voids when they come up in line with our active asset strategy. This analyses each void via a set of parameters to determine if we should dispose of the asset.



# Embedding VfM in Saffron

The Board has ultimate responsibility for VfM. The Board approve the VfM strategy, the Inspiring Saffron Strategy and the annual VfM objectives. They are responsible for setting the cultural tone across the organisation.

VfM is embedded into both strategic and operational activities:



**Service Improvement Framework** - Our Service Improvement Framework plays a central role in embedding a culture of continuous learning and improvement across the organisation, and it is a key mechanism through which we deliver and demonstrate value for money (VfM). By systematically identifying lessons learned, whether from operational feedback, tenant insight, complaints, or performance data the framework enables both incremental adjustments and more transformational changes to how we deliver services. Crucially, this process is not separate from our VfM agenda but fully integrated within it. Every opportunity for improvement is considered through a VfM lens, ensuring that we are not only doing things better, but doing the right things in the most efficient and impactful way. Our Service Improvement Groups (working groups formed through the Service Improvement Framework) are cross functional and insight led, turning data and tenant feedback into meaningful, actionable change.

These groups help ensure that the VfM principles are not confined to finance or performance teams but are owned and understood across the business. This embedded approach enables us to link spend directly to outcomes, and to test whether improvements are delivering greater impact or efficiency for tenants. In this way, our VfM work is not an abstract corporate objective, but a practical, lived part of service design and delivery. The outputs and deliverables from the Service Improvement Framework, particularly those relating to VfM, will be escalated to the Service Quality Committee (SQC). This provides a clear line of sight for the SQC into how tenant driven service objectives are being progressed, how resources are being used to support those priorities, and where further improvements or investment may be required. In doing so, the Committee is able to fulfil its oversight role with assurance that VfM is not only a strategic goal, but a core component of how we design, measure, and improve the services our tenants rely on.



**Merger position** – VfM is a criteria. We have added to the merger position statement that “We believe every tenant deserves best value for their rent pound”. VfM is a criteria in our decision making process.



**Decision making** – VfM is integrated in recommendations and decisions at all levels of delegation. It is embedded in 2030 targets, annual strategic objectives and KPIs. All new business case projects include VfM considerations with business case payback. Development appraisal assumptions are refreshed each year to ensure that development continues to add capacity to Saffron based on long term funding cost forecasts.



**Reporting and external benchmarking** – We report on our strategic objectives and KPIs to Board. We use benchmarking against Housemark and Independent East to ensure we understand our relative VfM. We report on our VfM performance each year as part of the annual report, including RSH metrics.



**Communication** - We will utilise existing internal communication channels to regularly communicate VFM performance. This will demonstrate how VfM directly links to increased investment in tenants and colleagues.

# VfM Enablers

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**Procurement** - We utilise procurement frameworks to deliver best value in our contracts. We have a procurement strategy, policy and guidelines.

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**Funding** - Our credit strength is a key consideration to ensure we get best value from future financing. We maintain strong relationship with financial stakeholders to ensure an active dialogue on fund raising plans to ensure we are best placed to take advantages of any opportunities to create value for Saffron. In relation to grant funding on new homes, we have secured a relationship with a Homes England strategic partner to get above benchmark grant rates in the region.

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**Partnerships** – We are delivering VfM through our partnerships - targeting those where we can create additionality for homes and surplus for investment in our Inspiring Saffron strategy. Crocus has increased our delivery of affordable homes and generates gift aid for further additional investment in core purpose. We recognise the benefit to the local community and public spending of working with local authority partners to align our asset and financial plans. Through our established stakeholder engagement with Local Authorities we have been able to dispose of Clare house which has created capacity and VfM for both Saffron and the local community and enabled a wider range of needs to be met. We have worked with local authorities and local land owners to obtain land for development of extra care, meaning we can meet a wide range of needs.

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## How do we know if we are succeeding

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- Delivering our annual VfM objectives. We monitor progress against these through reporting to Board and Committees.
- We also use RSH metrics to understand our VfM position relative to the sector. These are useful in understanding our relative performance against our peers, however, our strategic objectives will not be aligned to our peers, so although they help in understanding our performance, the key is that we deliver our annual VfM objectives.

# Roles and responsibilities

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## Board

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Setting strategy, owning, approving and delegating delivery.

## Executive Team

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Responsible for delivery, recommend annual update to Board, monitoring progress, intervening if not on track.

## All colleagues

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Part of appraisals, part of team agendas, part of finance monthly meetings and VfM is embedded in decision making.

