

Inspiring Saffron 2023/24

Our strategy for 2023 and beyond remains to be known for inspiring trust and inspiring community, by being an inspiring organisation to work for and with.

In delivering our Inspiring Saffron Strategy we will not compromise the health and safety of tenants and colleagues, compliance with legal and regulatory requirements, our financial golden rules and our G1 regulatory grade; whilst actively seeking new opportunities and partnerships.



Saffron – inspiring trust



Inspiring Trust Purpose

Tenants have told us earning their trust is vital.

Through our Saffron Community Membership we are committed to both understand and transform the way tenants and their communities feel about Saffron.

We intend to do this by continuing to build on the work of our Service Quality Committee and Saffron Community Members. We will work together with tenants and stakeholders to ensure that our structures and approach create a positive tenant experience of our services.

Objectives 2023/24



Work with colleagues, data, and tenants to continuously improve service quality.



Consult residents on maintaining communal areas.



Set aside 1% of rent to help tenants access the support they need to maintain their tenancies including Money Skills Workshops and access to 24/7 support and wellbeing advice.



Continue to grow our Saffron Community Membership and embed community member engagement, involvement and influence.



Ensure all communications are accessible to all tenants.



Saffron – inspiring trust





Inspiring Community Purpose

Saffron was founded in 2004 for the benefit of the community.

We are committed to tackling living costs and conditions and before 2030 we will double our annual investment in improving homes compared to 2021/22.

By 2035 all tenants will live in homes that are at least EPC category C and the average SAP rating of their homes will be higher than 80. We intend to be carbon neutral by 2050.

Objectives 2023/24

-  Maintain our investment in improving homes at 23p of every rent pound, a 6p increase compared to 2021/22.
-  Increase the average SAP rating of tenants' homes to 73.
-  Proactively bid in partnership for further decarbonisation funding.
-  Work with partners to meet the increasing need for temporary housing.
-  Complete 133 new homes in 2023/24, including 62 homes in Wymondham.



Saffron – inspiring trust



Inspiring Organisation Purpose

A place where people want to work and can flourish.

The external environment challenges us to be better with less. To inspire trust, we need to run Saffron in a way that rewards colleagues fairly, gives tenants a positive experience and frees up at least 4p in every rent pound by 2026/27 to invest more in their homes.

As an inclusive and attractive organisation to work with and work for, we will remain one of the best 10 housing associations to work for and demonstrate behaviours in line with our PACE values.

Objectives 2023/24



Continue to increase colleague involvement through the creation of a colleague forum.



Design a service delivery model that delivers a positive tenant experience.



Ensure colleagues are rewarded fairly and in line with the market.



Create a culture that enhances, improves and embeds Equality, Diversity and Inclusion, working with colleagues and partners.

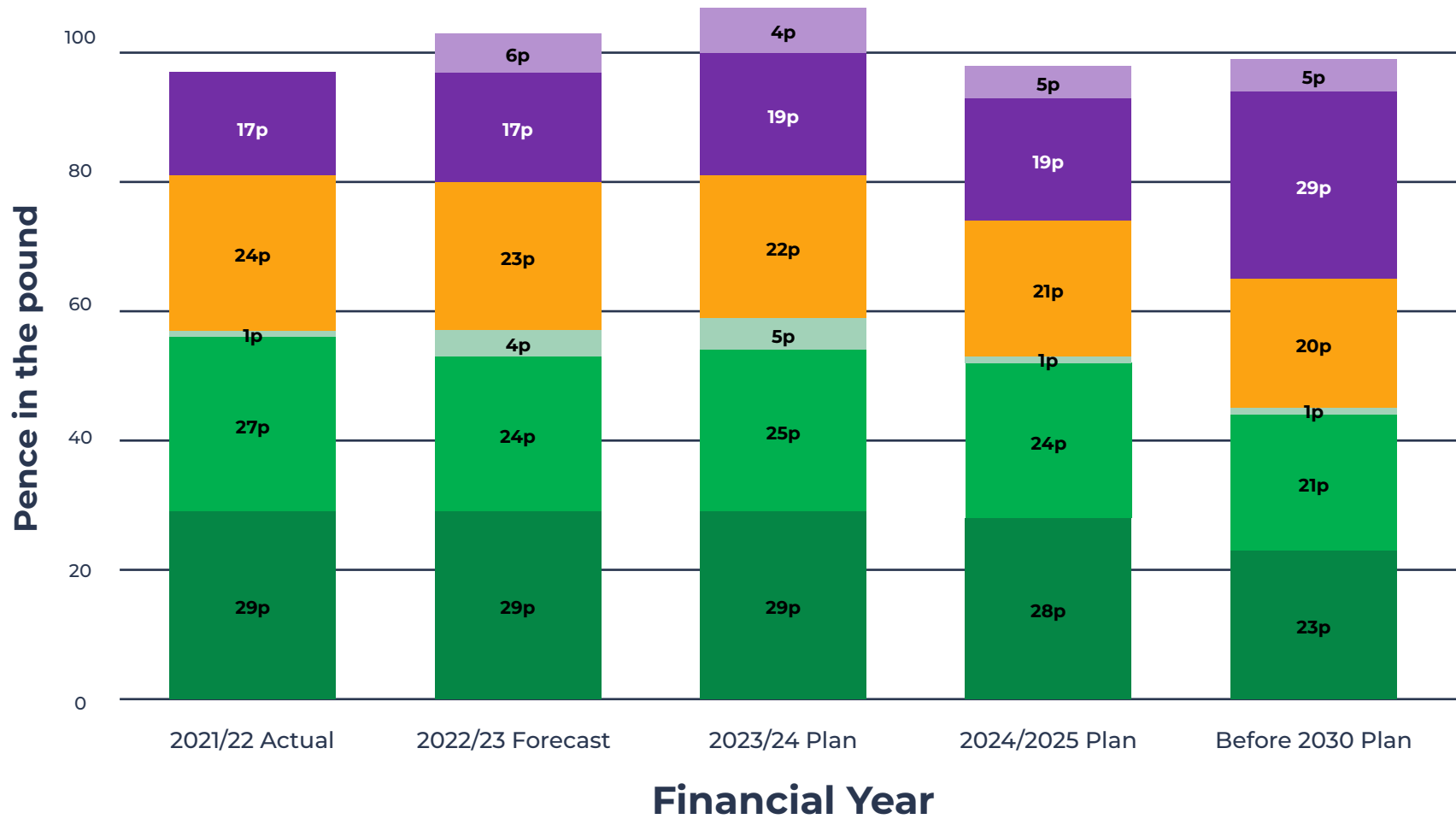


Reset our future approach to technology and data as enablers of the Inspiring Saffron Strategy.



Saffron – inspiring trust

How Every Rent £ is Invested



● Improving Homes - Grant Funded
 ● Improving Homes
 ● Repairs
 ● Improving Saffron
 ● Funding Saffron
 ● Running Saffron



Saffron – inspiring trust

How Every Rent £ is Invested

Please also see chart on page 5.



**Inspiring
Saffron**

Please Note: that investment will not always add up to exactly the rent pound because Saffron has to take care to operate within parameters agreed with lenders and investors generating sufficient surplus to cover its interest payments (these are the financial golden rules and gateways referred to in our 'risk appetite' statement).'

Please Note: when you add together all the rent pounds that Saffron receives, 3p equals £1m.



**Inspiring
Trust**

Set aside 1% of rent to help tenants access the support they need to maintain their tenancies including Money Skills Workshops and access to 24/7 support and wellbeing advice.

We will allocate £332.5k to supporting tenants in these areas during 2023/24. These funds are included within the 29p per rent £ that will be spent on running Saffron in 2023/24.



**Inspiring
Community**

Before 2030 we will double our annual investment in improving homes and communities compared to 2021/22.

The dark purple block increases from 17p in 2021/22 to 34p (subject to successfully bidding for government grants) before 2030. 27/28 is currently the year identified within our plans where this is achieved, before 2030.

Maintain our investment in improving homes at 23p of every rent pound, a 6p increase compared to 2021/22.

This can be seen by the dark purple block increasing to 19p in 2023/24, with grant funding of 4p shown in light purple. As we invest more pence from every rent pound proactively in improving homes, and implement the findings of our repairs review, the amount spent on repairs reduces.



**Inspiring
Organisation**

To inspire trust, we need to run Saffron in a way that rewards colleagues fairly, gives tenants a positive experience and frees up at least 4p in every rent pound by 2026/27 to invest more in their homes.

Our 4p target is shown by the dark green block decreasing from 29p in 21/22 to 28p in 24/25 and we will reduce this to 24p by 26/27.



Saffron – inspiring trust

Further Information



**Inspiring
Saffron**

G1 Regulatory Grade

G1 means we meet the Regulator of Social Housing's governance requirements.

Please Note: Our first priority will always be to protect the health and safety of tenants and colleagues, compliance with legal and regulatory requirements, our financial golden rules and our G1 regulatory grade; whilst actively seeking new opportunities and partnerships.

This is our 'risk appetite' statement which is set by the Board and is a live statement and therefore subject to change.



Watch our Inspiring Saffron Strategy video [here](#).



**Inspiring
Trust**

Saffron Community Membership

All tenants and community leaders are able to join our Saffron Community Membership. There are different ways in which Saffron Community Members can be part of, and help shape, tenant/community engagement, which includes the Tenant Communication & Support Group, Tenant Scrutiny Group, Community Triangles and six-monthly meetings with members of Saffron's Board and Executive Team.

Please send any expressions of interest to communitymembership@saffronhousing.co.uk or call 01508 532000.

Money Skills workshops

More information can be found on our website by [clicking here](#).



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Community**

EPC is an abbreviation of Energy Performance Certificate.

This is proof of how energy efficient a home is. The rating is between A - G (A is the best rating).

SAP Rating = Standard Assessment Procedure.

This is how a home's energy performance is calculated. A SAP score is usually between 1-100, the higher the score the lower your energy costs and carbon dioxide emissions. Our target is that on average homes will be higher than 80 by 2035.



**Inspiring
Organisation**

Our PACE values are: Professional; Accountable; Collaborative; and Evolving.



Saffron – inspiring trust