



Inspiring Saffron Strategy 2026/27

Set up in 2022 and updated annually, our long-term strategy is informed by tenants, data, and the belief that **every tenant deserves the best possible home and service.**





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 are creating the capacity to double investment in existing homes over the next five years.
- Tenant satisfaction with services has increased from 64% to 72% over the past 12 months.
- We have achieved the highest possible regulatory grade for consumer standards (C1).

Our priorities for 2026/27 are:

- Continuing to increase tenant satisfaction with services and seeing this result in an increase in the perception tenants have of Saffron.
- Implement “Delivering What Matters”, 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.
- Based on our progress with creating capacity so far, increase investment in improving existing homes 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 are:

- 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

Partnerships that increase investment in homes 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 are:

- 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.



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