

Corporate Plan summary (2019 - 2020)



Creating homes. Building lives.



Corporate Plan summary

We are very pleased to introduce this summary version of our updated Corporate Plan for 2019. Once again, we hope this document will give you an insight of where we're heading, our key priorities and focus over the next three years.

The Corporate Plan remains a working document for the Group's board members, its management and our employees to understand, monitor and control the business. It also summarises where Jigsaw is heading for our employees, stakeholders, partners and tenants.

This is the second year following our merger and much of the plan continues to be focused on consolidation, but it's still ambitious. After delivering merger-related savings of £5.5m in our first year, we continue to prepare the ground for a step-change in our output of new housing and in our capacity to do more good in the areas where we work.

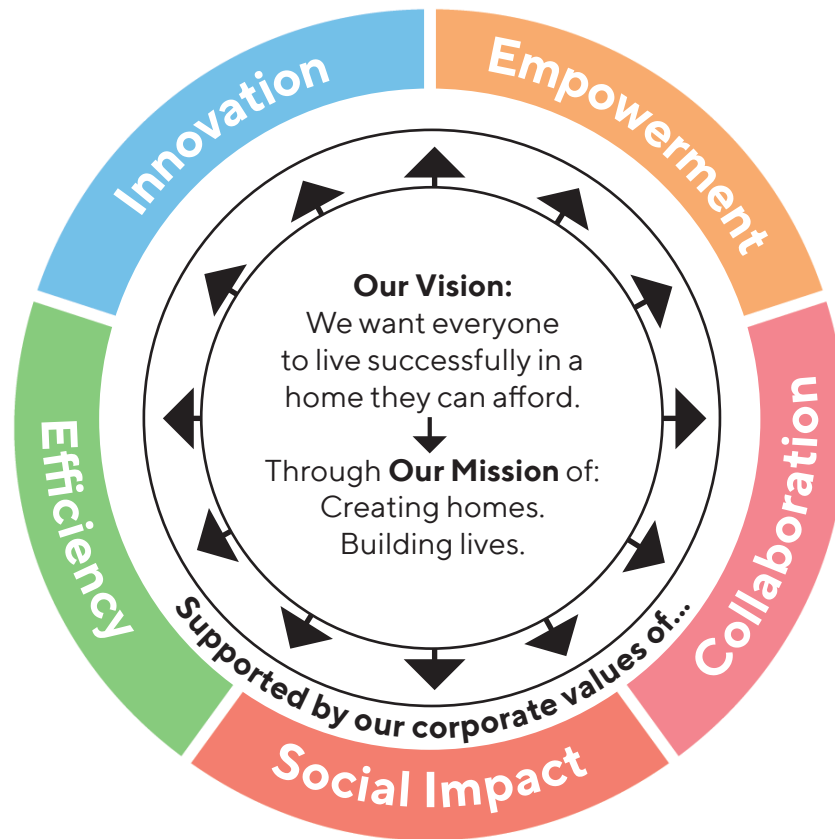
Why are we here?

We believe that as a larger organisation, Jigsaw Group brings together our expertise and resources to make a wider contribution with improved results for our tenants and our neighbourhoods.

Some of these anticipated outcomes are listed below:

A common strong social purpose that goes beyond housing	Between 2018 and 2021 reduce the Group's annual operating costs by £3m .
Stronger services for tenants and customers	Between 2018 and 2023 reduce the Group's annual operating costs by £10m .
A highly engaged, motivated and skilled workforce	Better placed to respond to risks and opportunities
A step-change in influence and strategic impact locally and nationally	Provide at least 130 additional new homes every year from efficiency savings
To make the most of opportunities arising from devolution , particularly in Greater Manchester	More resources to regenerate and invest in communities
	A commitment to place-based working for maximum impact
Adopt best practice from two award-winning organisations	A strong community focus

What do we want to achieve?



Delivering our Corporate Plan

We have **4** strategic priorities with assigned goals and projects to help achieve this Corporate Plan.

1 Caring for our customers, our assets and neighbourhoods

2 Building a strong corporate foundation

3 Valuing staff

4 Growing the business

You can see how these are linked to goals and projects in the table on the last page.

As Jigsaw Homes Group, we are also stronger and better placed to respond to a number of challenges and opportunities, some of which are listed below:

Challenges

- Customer priorities & expectations
 - Housing crisis – building more homes and meeting demand
 - Voluntary Right To Buy
- Social inequality inc. homelessness
 - Decent Homes Standard
 - Welfare reform
 - Increased competition
 - Brexit

Opportunities

- Relationships with Local Authorities
 - Value for money
 - Housing demand
- Favourable interest rates
 - Healthy surplus & government funding
- Data driven decision making

Plan on a page

Priority	Goal	Goal Target	2019/20 Project
Caring for our customers, our assets and neighbourhoods	Achieve an overall Net Promoter Score of 40	31/03/2021	Affordability Analysis
			Customer Contact Strategy
			Customer Insight Strategy
			Neighbourhood Plans
	Maintain compliance with the Decent Homes Standard	Throughout	Asset Management Strategy
			Maintenance Delivery Model
Provide £1.5m investment into community projects	31/03/2022	Jigsaw Foundation	
Building a strong corporate foundation	Maintain G1 V1 ratings across the Group	Throughout	Governance Review
			Performance Dashboards
	Deliver the business case for merger	31/03/2023	Environmental Sustainability Strategy
			Influence and Partnerships Strategy
			IT Strategy
			Pensions Provision
			Procurement and Stores Review
			Service Review Programme
Valuing staff	Attain three star accreditation with Best Companies	31/03/2021	Communications Strategy
			Integrated pay structure
			People Strategy
Growing the business	Deliver current programmes of 2,100 homes	31/03/2021	Development Strategy
	Prepare to deliver an additional 130+ homes on current levels of output	31/03/2021	Group Treasury Vehicle
	Leverage external funding to deliver services to vulnerable groups	Throughout	Building Company Strategy
			Social Business Strategy