

# Tenants' Annual Report 2020/21



Creating homes. Building lives.



Following the creation of the Group three years ago we have been working to make our communities better places to live, delivering services that make a difference to our residents. As a stronger organisation, with our mission of 'Creating homes. Building lives.', over the course of last year we began to look outwards concentrating on our future direction. In 2020 we launched the Jigsaw Conversation, a Group-wide consultation, to help ensure our plans match the priorities of our residents, employees and board members.

Close to 700 individuals - employees, residents and board members got involved to shape our ambitions to build more new homes, making improvements to existing properties, providing mental health and employment and training support, funding local projects and reaching our target of becoming a net zero carbon organisation by 2050. You can read more about this [here>>](#)

In this, our Residents' Annual Report, we look in more detail at our work and performance in areas such as new homes, neighbourhood plans, complaints, repairs and anti-social behaviour, as well as Jigsaw Rewards, Scrutiny and Jigsaw Foundation funding.

The information provided in this report is for the period of 1 April 2020 to 31 March 2021.

### Covid-19



The Covid-19 pandemic, remains undoubtedly the biggest challenge Jigsaw Homes has faced as an organisation. After a full year of change and adaptation to new ways of working, Jigsaw is proud to say that we have kept our essential services running throughout, as well as being able to provide extra services. We have continued to maintain emergency repairs, lettings, revenue collection and respond to anti social behaviour concerns all year. We are very proud of the work our other teams have also provided, including delivery of foodbank parcels, funding COVID-19 response projects and our Jigsaw Support teams continuing to support our communities.

**Creating homes.  
Building lives.**





# Performance

The following key performance indicators show how well we did across the Group in the areas you wanted to know about.



Rent Collection  
(target 99%)

**97.32%**



Satisfaction with  
Gas safety check visit

**97.4%**



Overall repairs  
Satisfaction(target 88%)

**89.02%**



Rent loss from empty homes  
(target 0.98%)

**0.89%**



Homes meeting the decent  
homes standard

**100%**

# Property development

Helping tackle the housing crisis remains at the heart of what we do. Despite delays caused by the pandemic, Jigsaw Group built **524** new homes across **15** local authorities in the North West and East Midlands.

**422** homes for rent

**64** homes for shared ownership

**19** homes rent-to-buy

**19** homes for open market sale

and sold **134** shared ownership homes.



The Group is committed to deliver a further **5,600** new affordable homes by **2028**, using a combination of the Group's own resources, loans and grants received from Homes England.





# Property investment and repairs



This year Jigsaw Homes continued to invest in improving your homes with a **£14.2 million** spend.

The Jigsaw Homes property investment programme included:



**247** new kitchens



**24** rewires



**588** window and door replacements



**143** new bathrooms



**186** new roofs



**1,041** boiler replacements



**2,159** painting programmes

In addition to this, the Group completed **107,096** responsive repairs, including emergencies, urgent, routine and 6 week jobs.

In 2020/21 **97.5%** of emergency repairs were attended and made safe within 24 hours.

The average time taken to complete a non-emergency repair was **7.3** days.

# Lettings

Across the Group, we re-let **2,252** homes. This was a decrease on the previous year due to the restrictions that were imposed during the lockdown as a result of Covid-19. The average number of active applications for Jigsaw Homes North is **4,031** which is again an increase from the previous year. **752** of these customers are current residents who are requesting a transfer and have a degree of housing need.





# Jigsaw Foundation

The Jigsaw Foundation fund is our community investment programme aiming at supporting charities, resident and community groups, voluntary organisations, social enterprises and local partner agencies in projects which complement our Neighbourhood Plans.

The fund has a budget of **£450,000** per year. Projects to the value of **£24,999** and under are voted on by our residents using our Jigsaw Rewards portal.

This year we have funded **58** projects in the following neighbourhoods to a total value of **£246,563**

Jigsaw Homes North **28**  
 Jigsaw Homes Midlands **3**  
 Jigsaw Homes Tameside **29**

## We have delivered:



**44** projects which focus on health and wellbeing and social inclusion



**4** projects on environmental improvements



**3** projects on employment, individual capacity building, enterprise and training



**10** projects on sustaining tenancies



**7** projects on financial and digital inclusion

For more information visit:  
[foundation.jigsawhomes.org.uk](http://foundation.jigsawhomes.org.uk) or email  
[jigsawfoundation@jigsawhomes.org.uk](mailto:jigsawfoundation@jigsawhomes.org.uk)

# Jigsaw Rewards

Our award winning Jigsaw Rewards is an innovative platform through which Jigsaw Group residents give us feedback on our services and our plans for the future.

Resident members can take part in surveys in return for points, which can be exchanged for gift vouchers or rent credits on their account.

When a survey is completed, the Jigsaw Rewards team work with colleagues across the business to ensure recommendations are put into place.

We now have **2,246** residents signed up to use the service.



**39** surveys conducted



**4,161** responses

If you haven't already done so, please do sign up to Jigsaw Rewards. It's quick and easy and in return, you will receive points that can be exchanged for gift vouchers or credits on your rent account.

**For more information visit**  
[rewards.jigsawhomes.org.uk](https://rewards.jigsawhomes.org.uk)



# Scrutiny

Knowing what our customers want is vital and that's why our residents scrutiny panel is so important. Our scrutiny panel members play an important role in bringing about positive changes to the services we deliver.

During **2020/21** we completed one scrutiny panel via Zoom on Gas Safety. The Jigsaw Foundation team is now working with our Asset Management team to ensure that the agreed recommendations and actions are completed on time.

Scrutiny topics for **2021/22** have already been consulted on with residents' and will be on: Anti-Social Behaviour and Repairs Satisfaction. These will both take place through digital platforms.

# Neighbourhood plans

Our Neighbourhood plan model is our approach to helping improve poverty, unemployment, health, property condition, lettings performance and the desirability of a neighbourhood.

In 2020/21 we had **61** plans across all our neighbourhoods, all of which take a uniformed approach to enable us to make comparisons between neighbourhoods and steer resources to those most in need.

## Community insight

This theme relates to unemployment, poverty, health and education. We have dedicated Neighbourhood Engagement officers working in each of our priority neighbourhoods and we have introduced a range of projects to help improve life for residents, including: employment support opportunities, low-cost food provision, healthy eating initiatives, school holiday activities, training and educational support and environmental projects.

This work has been impacted by the Covid-19 restrictions this year and we have had to adapt to new ways of working, as we haven't been able to deliver projects the way we are used to, or at all in some cases. Much of our work has been completed remotely. The neighbourhood team have been redeployed into areas of the business to ensure essential services remain running and that our most vulnerable residents are supported.

## Highlights from 2020/21



**294**

People who have received employment support



**237**

People who have received energy support



**2,863**

Children's Activity or well being support packs distributed



**272**

Food referral support given



**172**

Cook and eat at home sessions delivered



**310**

Families have benefited from our Holiday Hunger projects



**56**

Jobs completed by the HIT Squad (our Neighbourhood Environmental team)



**16**

Gardens cut back from the HIT Squad



**24**

Community projects the HIT Squad have assisted with

# Property condition

A neighbourhood's property condition is based on repair costs, repair satisfaction and fuel efficiency of properties.

If we see high volumes of repairs needed in a neighbourhood we can investigate and schedule planned works.

Our work on improving fuel efficiency has increased this year through the employment of a Sustainability manager and production of a Sustainability strategy which looks at how we will improve fuel efficiency across our properties. We have also produced an energy advice leaflet which can be found on our website.

## The sustainability work for 2020/21 includes:

- **30** smart meters installed
- **21** electric vehicle charging points installed at our work sites
- **41** sites identified as possible areas for wild flower planting
- The launch of 'Be Zero', our zero carbon campaign.



# Demand

The Re-let team has monitored demand of our properties throughout the year helping us tailor our approach to each neighbourhood. In neighbourhoods where we have witnessed lower demand for properties we have improved promotion and improved the letting standard, which have both resulted in increased demand.

# Money management

The information we use to monitor the payment of rent per neighbourhood is gathered from internal reports. This information drives where the money management team introduce targeted work, to provide money and budgeting advice to residents and to encourage rent payment. During the year the team has attempted to maximize rent payments through working with the Department of Work and Pensions to get early notifications of new Universal Credit claims, creating individual payment plans for and completing budgeting training with residents and helping economically inactive households with referrals to Motiv8. Covid-19 has, as expected, impacted on rent payments and action that can be taken. Referrals to the money advice team have increased and the team has been working hard to ensure residents are getting the support needed.

Your neighbourhood plan can be found on our website.





## Neighbourhood Safety team

Our dedicated Neighbourhood Safety team has continued to deliver an effective service to both residents affected by anti-social behaviour, but also the more vulnerable residents of concern during these unprecedented times. There has been a significant increase in the number of ASB reports since last year and subsequently an increase in the number of applications for legal action, particularly injunctions. In 2020/21 the team received:

**3,752** new ASB cases  
**39** reports of tenancy fraud  
**373** concern cards  
**240** safeguarding / support cases

### The following legal measures were also taken by the team:

**48** without notice injunction applications  
**64** injunctions  
**17** undertakings  
**1** suspended possession order  
**2** outright possession orders  
**14** committals

Overall, in 2020/21 86.2% of our residents were satisfied with the way we handled their ASB case. This far exceeds our target of 70%.



## Complaints performance

Between April 2020 and March 2021 we investigated **87** complaints through our formal complaints process at the 'Investigate It' stage, broken down to:

**The highest percentage of complaints related to:**  
Repairs (routine/responsive) **39**

**Neighbourhoods:**

- Anti Social Behaviour **12**
- Allocations **8**
- Tenancy Matters **4**

Planned investment work **4**      Development/new builds **5**      Other **7**  
Rents/Income management **7**      Environmental **1**

## Complaint outcomes

**39%** of complaints were upheld or upheld in part and the learning identified is used to improve service quality.

**Jigsaw Homes Group Ltd**  
**Cavendish 249**  
**Cavendish Street**  
**Ashton under Lyne**  
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[www.jigsawhomes.org.uk](http://www.jigsawhomes.org.uk)

