

Corporate Plan

Blueprint for our future

2026

2025

2024

2023

2022

2021

Creating homes. Building lives.



Blueprint for our future

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Chair's Introduction

I am very pleased to introduce the 2023 update to our Corporate Plan. The plan has been adopted by all of the Group's members and is reviewed and updated as part of our annual corporate planning cycle.

This Corporate Plan fulfills a dual purpose: first and foremost as a working document for the Group's board members and management to understand, monitor and control the business; and secondly to summarise where Jigsaw is heading for our employees, stakeholders and partners.

In this abridged version of our Corporate Plan, we explain how the Group will adapt to a changing and challenging operating environment to fulfill our Mission to make a social impact through:

"Creating homes. Building lives."

We have highlighted some projects to provide additional context and a full list of the projects we will focus on delivering is set out in 'Our Plans' on page 11.

We have set stretching performance targets highlighted on page 21 to help ensure that we continue to run the business well and monitor our progress in delivering this plan.

Our corporate strategy remains largely consistent and our project work continues to address the themes identified through 2020's *Jigsaw Conversation* — a wide-ranging consultation exercise on our future direction with our tenants, employees and board members. The themes we identified through this work were:

- Building safety—making our homes safer places to live in.
- Our homes and spaces—reducing our carbon footprint and improving our existing homes and green spaces.

- Our tenancy offer—looking at the types of homes we offer, improving our estates and offering more support for the mental well-being of our residents.
- Our future development product—looking at how we can work to create more sustainable and energy efficient homes in the future.

Please see the full-page "Blueprints for our Future" interspersed throughout this document for an at-a-glance summary of our work so far on each of these themes and our future planned activity.

We will repeat the Jigsaw Conversation during the year to ensure that our strategic plans remain focused on the issues that matter most to our key stakeholders.

2023 looks set to be a challenging year.

The sector's reputation has been severely damaged by repeated media reports of sub-standard housing and poor customer service. Quite rightly, following the tragic death of Awaab Ishak which was caused by the prolonged exposure to mould in his Rochdale Borough Wide Housing home, we are also under greater scrutiny.

The cost of living crisis has remained a dominant theme during the last 18 months. At Jigsaw, part of our response to the crisis was to develop our own plans to voluntarily limit our rent increases for 2023/24 at well below the rate of inflation. However, the government set a sector wide cap on rent increases to no more than 7%, reinforcing that the sector is subject to political interventions which can have major impacts on our business plan.

We continue to prepare for new consumer regulation which we expect to be fully in place in April 2024. As part of our preparatory work, last year we undertook a trial tenant satisfaction survey in accordance with the draft regulations. One of our learning points from this work was the importance that our tenants place on information and communication. We are committed to work with our tenants to improve the availability of information and to increase the transparency of our business. This year we will therefore be publishing a new set of quarterly KPIs and other

information prioritised by tenants on our website for the first time. We look forward to continue deepening our accountability through reporting on the new consumer standards.

At the time of writing, the fragility of the UK economy is presenting real difficulties to both individual households and to companies. Perhaps of most importance to our business is the possibility of recession; the impact of double-digit inflation on our supply chains; and the policy response to this of elevated interest rates. Notably, we can expect a cool-down in the housing market in 2023. Nationally, the [Office for Budget Responsibility](#) is forecasting a 9% fall in values during the financial year, with house prices then expected to remain below 2022/23 levels until 2026. Meanwhile, the lingering and intractable impact of the COVID-19 pandemic and Brexit continue to pressure supply chains and the labour market.

In this context, it is perhaps more important than ever to be ready to adapt to the unknown, both operationally and financially.


During the last three years we have successfully embedded new ways of communicating and getting things done in order to meet the operational challenges posed by the pandemic. Meanwhile our financial stress testing analysis continues to demonstrate that Jigsaw stands on a very secure financial footing.

Our financial strength and proven ability to adapt give the board and myself great confidence that Jigsaw not only remains well-placed to continue to deliver for our customers during challenging times, but that we can also continue to play our part in supporting wider economic growth.

Both the current Conservative government and the Labour opposition are increasingly emphasising a policy agenda centred on economic growth and our view is that housing associations have a key role to play in delivering this agenda. Crucially, during times of economic difficulties, housing associations can — and indeed *have* — played a counter-cyclical role by keeping their investment flowing. Our own

fully-funded [Development Strategy](#) envisages building 4,000 new homes over the next five years and this investment will provide significant support to an embattled construction industry, helping to maintain wider jobs in the economy at a time when other investment seems likely to retrench.

This is the final corporate plan that I will be introducing, as 2023 is my final year as Chair. I will be really sad to leave Jigsaw in December 2023 but I do so in full confidence that we have a high quality board and executive team to lead us through the challenges ahead to deliver on our mission.



Fay Selvan

Group Chair

Building Safety.

£27.8m investment for building safety work over the next five years.

Review of 26 high-rise buildings under the new building safety act to ensure they meet the latest standards.

Over 3,000 doors reviewed and 2,500 replaced under our fire door plan out of 8,000.

62 timber balconies out of 250 reviewed.

The top priorities for both our tenants and employees.

1,000+ fire risk assessments scheduled to be carried out over the next three years.

Building Safety is an area on which we will simply not compromise. It is the number one priority for our tenants and employees alike. Our aim is to continue to be proactive in anticipating future changes to stay ahead of the requirements of legislation and regulation.

About Jigsaw Homes Group

Our Group comprises like-minded organisations working in unison to tackle inequality throughout the North West and East Midlands.

The principal members of the Group are:

- Jigsaw Homes Midlands
- Jigsaw Homes North
- Jigsaw Homes Tameside
- Jigsaw Support

The Group's Activities

Our members build, renovate and manage low-cost housing for rent and sale. We work to invest in neighbourhoods and increase life opportunities for disadvantaged individuals and communities. Our largest members are four housing associations, regulated by the [Regulator of Social Housing \(RSH\)](#) and legally known as Registered Providers. The latest *Regulatory Judgement* by the RSH confirms that Jigsaw is fully compliant with the RSH's *Regulatory Standards* — our published ratings for governance and viability are 'G1' 'V1'.

We also provide a range of charitable and supported housing services to help people live independently and to successfully maintain their tenancies. This work is often funded through external contracts awarded to the Group's members, and delivered on a commercial basis. This activity is overseen by our specialist subsidiary, Jigsaw Support.

Our Customers and Neighbourhoods

The core of our business is centered on the management of 36,406 homes — principally social housing for rent. The location of homes managed by our members is shown in Figure 1 on the current page. The Group is active in 31 local authority areas.

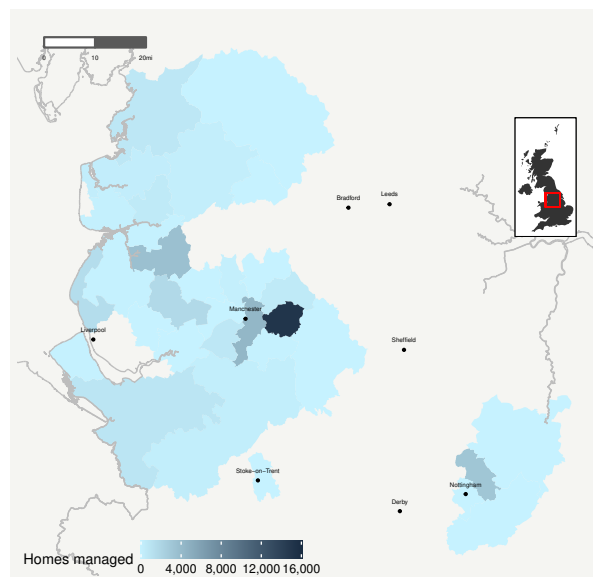


Figure 1: Location of housing stock (local authority areas).

We provide general needs housing to rent, housing for older people, supported housing, shared ownership accommodation and a relatively small number of properties for market rent. Our customers include families, young and older people in need of accommodation, and people with complex needs for whom the Group provides tailored support.

We work in a variety of environments including inner city areas, market towns, suburban and rural communities. We have defined 48 neighbourhood areas, each of which receives a bespoke management focus through the application of Neighbourhood Plans monitored by our landlords.

In comparison with the general population of the regions in which we work, our tenants on average have lower incomes, a higher incidence of disability and are older (almost one-third are over the age of 65). However accurate such general statements may be they risk masking the diversity of our customers, which will always be foremost in our mind when changing existing or developing new services.

We have established that, on average, Jigsaw tenants from some UK ethnic minorities are more likely to live in areas of higher deprivation than white tenants and are also more likely to live in

three bedroom-plus properties. These are key facts to understand and will influence our work to help address inequality through our neighbourhood investment work and development programme.

To ensure that we thoroughly understand the diverse needs of our customers, we will continue to place a focus on improving our customer data in 2023/24 through our [Data Quality Strategy](#).

Corporate Structure and Governance

Our current structure is shown in Figure 2 on the following page. Figure 2 highlights how the Group uses overlapped boards to simplify its governance arrangements and to make the best use of the shared skill-set of board members and directors.

We adopted the 2020 edition of the National Housing Federation's [Code of Governance](#) in March 2021 and will ensure continued compliance with its requirements through the implementation of our [Governance Plan](#).

Further details about our executive and non-executive are provided in the Appendices on page 25.

Vision, Mission and Corporate Values

Vision

Our Vision is:

"We want everyone to live successfully in a home they can afford."

Mission

We will do this by making a social impact focused on:

"Creating homes. Building lives."

Corporate Values

We will ensure that the following values are evident through our work:

- Empowerment
- Collaboration
- Innovation

Resources

We will use our combined housing assets, the skills of our employees and our financial resources to deliver this plan.

Housing Assets

During 2023/24, our housing assets are expected to generate an income of £202m against anticipated costs of management, maintenance and investment of £151m. In total, the Group's members have £1,551m of capital deployed in their housing assets which are expected to generate an average annual return of 6% over the next thirty years. This return is comfortably above the Group's weighted average cost of loan finance of 4.6%, demonstrating that the asset portfolio as a whole generates a worthwhile financial investment.

We plan to build significant numbers of new homes through our [Development Strategy](#) which will continue to grow our asset base. In recognition of the fact that a small proportion of our housing stock is beyond its economic life however we will also undertake a limited programme of property sales within the terms of our [Disposals Policy](#).

Employees

Together we employ 1,336 employees (1,276 full-time equivalent posts). Table 1 on page 8 summarises the staffing establishment. The table shows that 69% of employees have a front-office focus¹. Notable numbers of staff are concentrated in roles that deliver our asset management, supported housing, neighbourhood management and housing for the over 55s services.

The budgeted staffing cost for 2023/24 is £61. In

2020 and throughout 2021, the COVID-19 pandemic compelled organisations throughout the

¹i.e. are employed in customer-facing roles.

Jigsaw Homes Group

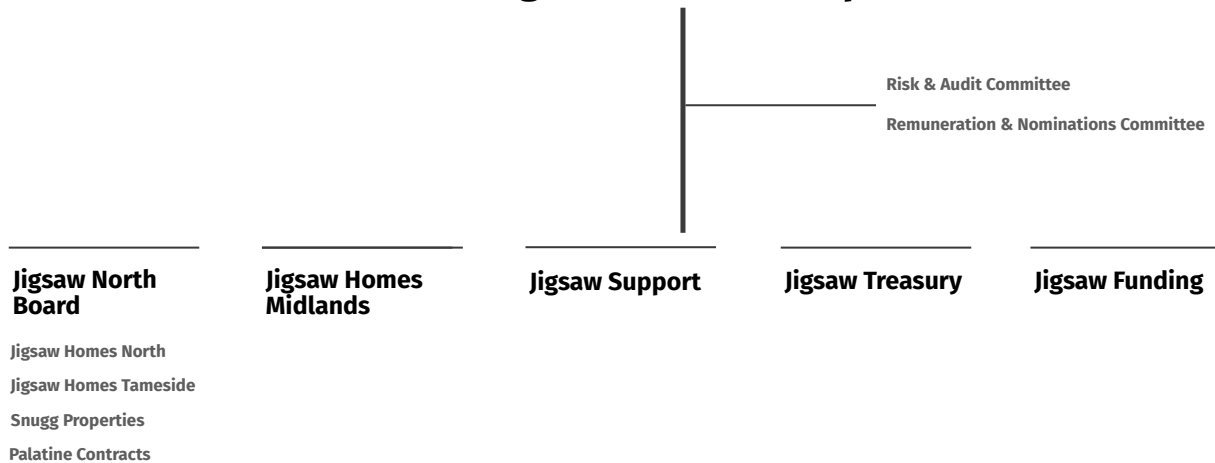


Figure 2: Corporate and governance structure — board meetings for the organisations that fall under Jigsaw North are held contemporaneously using overlapped meetings.

country to make major changes to their working practices. Positively, some of the new working practices that we introduced through necessity during this period have proven to be beneficial to both our employees and to the business. Following a review in 2021, elements of this new working paradigm including remote working, use of online collaboration tools and video conferencing have now become part of the normal working practices for many of our employees.

Despite these considerable changes to working practices, we were pleased to be recognised as a **"two stars, outstanding" organisation by Best Companies** in early 2023. We will continue to strive to improve our employee engagement work through the delivery of our **People Strategy** and have adopted a Corporate Goal of achieving three star "world class" accreditation with Best Companies by 31 March 2026.

Ensuring the safety of our employees will remain our paramount concern. We will continue to monitor and adapt safe working practices throughout the life of this plan, supported by our programme of **Health & Safety Training**.

We will continue to promote equality, diversity and inclusion through events and discussion as part of our **Equality Street** project and we will work positively with **Jigsaw Voice** as our main

consultative employee body to discuss work issues as-and-when they arise, listen to and address the concerns of our employees.

Finance

As measured by financial turnover, together we are the 33rd largest housing group in the country². The turnover of the Group's principal members is shown in Figure 3 on the current page.

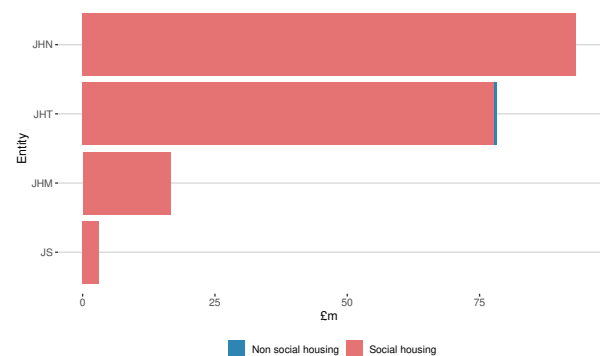


Figure 3: Turnover analysis 2021/22 — the vast majority of the Group's turnover is based on social housing activities.

²<https://www.gov.uk/government/publications/2021-global-accounts-of-private-registered-providers>

Business Area	Front Office	Back Office	Total
Allocations/Lettings	27	8	35
Asset Management	362	128	490
Caretaking	57	6	63
Connect	77	3	80
Corporate Centre	-	49	49
Development	10	20	30
Finance	-	50	50
Grounds Maintenance	45	8	53
Human Resources	-	24	24
Income	47	13	60
Information Technology	-	42	42
Neighbourhoods	73	16	89
Over 55s	65	27	92
Supported Housing	152	27	179
Grand Total	915	421	1,336

Table 1: Staffing establishment at 31 March 2023 – the majority of staff have a front-office focus.

In 2020, we launched the Group's treasury vehicle, Jigsaw Treasury Limited (JTL). By pooling together the assets of our members and consolidating their borrowing, Jigsaw Treasury has had a transformative impact on the Group's borrowing capacity. This potential was realised through the implementation of a key element of the Group's Treasury Management Strategy in April 2022 with the Group successfully raising up to £360m through its first ever Public Bond issue.

Jigsaw Homes North retains some legacy borrowing outside of Jigsaw Treasury Limited. The current levels of borrowing and the financial capacity of the Group is shown in Figure 4 on this page.

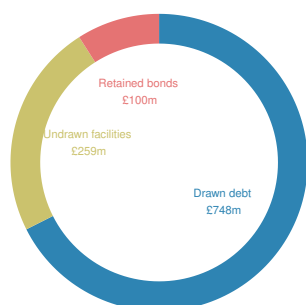


Figure 4: Loan finance – including retained bonds, Jigsaw Treasury has undrawn facilities of £359m.

Given that the Group is facing some short-term extraordinary investment requirements with respect to building safety works, we will consult with funders during 2023 to seek a [Loan Covenant Revision](#) to move from EBITDA-MRI interest cover covenants to a pure EBITDA basis.

Each Group member has its own financial plan. The financial plans take the income and expenditure of each organisation and apply business and economic assumptions to them to produce a financial forecast over a 30 year period. These financial forecasts underpin the business and help ensure that there are sufficient financial resources to achieve the Group's corporate objectives.

A summary of the retained surpluses expected to be generated from the Group's financial plans is shown in Figure 5 on the next page. Figure 5 shows the impact of the Group's revised plans on retained surpluses which in comparison to the previous year have a lower starting point and remain suppressed as a consequence of the high inflationary environment in 2022/23 and in the first year of the financial plan. Increases in income in 2023/24 will not match increases in costs due to the sector-wide rent cap and this impact on surpluses is compounded through the life of the plan.

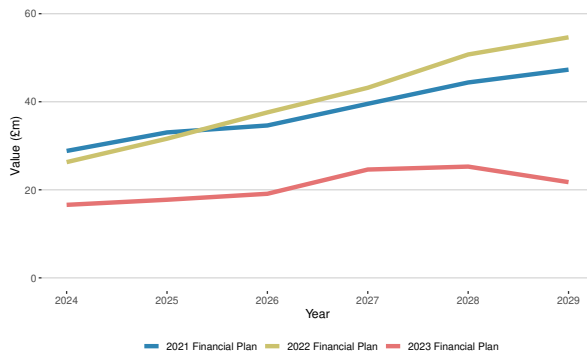


Figure 5: Retained surpluses — in comparison to previous financial plans, future surpluses are forecast to be suppressed due to the decoupling in 2023/24 of rent increases from cost inflation.

The Group's financial position remains robust over the period of the *30 Year Financial Plan*. Highlights include:

- Asset base growth of c. £2,830m.
- Average growth in turnover of 3% per annum.
- Average growth in operating surplus of 6% per annum.
- Average growth in total comprehensive income for each year of 10% per annum.

Stress scenarios have been modelled to test whether each business is able to continue to operate within their key loan covenants should highly unusual (but plausible) events occur. The results of the stress tests demonstrate that the business is robust.

Cooperation, Collaboration and Partnerships

We recognise that we can often achieve more by working together with other organisations that share our aims. We are active members of the National Housing Federation, the Northern Housing Consortium and Homes for the North.

We are also party to two joint venture companies with other housing associations:

- JV North — focused on pooling housing association buying power to procure development work; and
- Manchester Athena — focused on housing associations working together to deliver projects on employment, skills, and health and well-being.

Plan on a page.

Corporate Priority	Goal	Goal Target	2023/24 Project
Caring for our customers, our assets and neighbourhoods	Achieve top quartile overall customer satisfaction	31/03/2025	Automated Payments Carpets and Furniture Pilot Cost of Living Help Customer Contact Strategy <ul style="list-style-type: none"> - Online Services Expansion - Service Continuity Review Data Quality Strategy Debt Advice Review Equality Analysis Jigsaw Rewards Review Resident Engagement Strategy Service Charges Alignment Tss2022 Action Plan
	Anticipate the future requirements of the revised Decent Homes Standard	31/03/2024	Asset Management Strategy <ul style="list-style-type: none"> - Bedsits Programme - Caretaking Project - External Wall System Programme - Fire Doors Programme
	Become a carbon neutral business	31/03/2050	Sustainability Strategy <ul style="list-style-type: none"> - Retrofit Pilots - Whole House Fabric First Approach
	Provide £1.5m investment over three years into projects that benefit the social, economic or environmental fabric of our communities	31/03/2024	Community Investment Strategy Invest £500k through Jigsaw Foundation
Maintaining a strong corporate foundation	Maintain civil ratings across the Group	Throughout	Finance Systems Governance Plan <ul style="list-style-type: none"> - Board Renewal - New Regulatory Regime IT Strategy <ul style="list-style-type: none"> - Cyber Security - Document management solution - MS365 Migration - Planned Maintenance Systems Review Security Strategy
Valuing staff	Attain three star accreditation with Best Companies	31/03/2026	People Strategy <ul style="list-style-type: none"> - Employee Engagement Programme - Equality Street - Health & Safety Training - Jigsaw Voice
Growing the business	Deliver 4,000 homes in five years	31/03/2027	Development Strategy <ul style="list-style-type: none"> - Gas Boiler Alternatives - MMC Pilot - Zero Carbon New Builds Loan Covenant Revision
	Leverage external funding to deliver services to vulnerable groups	Throughout	Jigsaw Support Strategy <ul style="list-style-type: none"> - Hoarding Pilot - Motiv8 Interim Funding - Tenancy Sustainability Pilot - Well-being Navigators Pilot Safer Accommodation Pilot

Our Plans

Our plans have been developed in the context of the preceding sections of this document which set out the Group's Vision and Mission, its available resources, and an analysis of its operating environment.

Strategic Priorities and Goals

We have adopted four Strategic Priorities to provide our work with a long-term focus:

- Caring for our customers, our assets and neighbourhoods.
- Maintaining a strong corporate foundation.
- Valuing staff.
- Growing the business.

The delivery of each Strategic Priority will be tracked through medium-term Goals as shown in Table 3 on page 13.

Key Projects

We have adopted 49 short and medium-term Corporate Plan projects to help deliver our Goals. The projects are listed below. Further detail about each project is provided in the Appendices on page 15.

Corporate Plan Projects

Goal: **Achieve top quartile overall customer satisfaction**

- Automated Payments
- Carpets and Furniture Pilot
- Cost of Living Help
- Customer Contact Strategy
 - Online Services Expansion

- Service Continuity Review

- Data Quality Strategy
- Debt Advice Review
- Equality Analysis
- Jigsaw Rewards Review
- Resident Engagement Strategy
- Service Charges Alignment
- TSS 2022 Action Plan

Goal: **Anticipate the future requirements of the revised Decent Homes Standard**

- Asset Management Strategy
 - Bedsits Programme
 - Caretaking Project
 - External Wall System Programme
 - Fire Doors Programme

Goal: **Become a carbon neutral business**

- Sustainability Strategy
 - Retrofit Pilots
 - Whole House Fabric First Approach

Goal: **Provide £1.5m investment over three years into projects that benefit the social, economic or environmental fabric of our communities**

- Community Investment Strategy
- Invest £500k through Jigsaw Foundation

Goal: **Maintain G1 v1 ratings across the Group**

- IT Strategy
 - Cyber Security
 - Document management solution

- MS365 Migration
- Planned Maintenance Systems Review
- Governance Plan
 - Board Renewal
 - New Regulatory Regime
- Finance Systems
- Security Strategy

Goal: Attain three star accreditation with Best Companies

- People Strategy
 - Employee Engagement Programme
 - Equality Street
 - Health & Safety Training
 - Jigsaw Voice

Goal: Deliver 4,000 homes in five years

- Development Strategy
 - Gas Boiler Alternatives
 - MMC Pilot
 - Zero Carbon New Builds
- Loan Covenant Revision

Goal: Leverage external funding to deliver services to vulnerable groups

- Jigsaw Support Strategy
 - Hoarding Pilot
 - Motiv8 Interim Funding
 - Safer Accommodation Pilot
 - Tenancy Sustainability Pilot
 - Well-being Navigators Pilot

Tracking Performance

Key Performance Indicators

A balanced scorecard of Key Performance Indicators (KPIs) has been developed to provide the board with quarterly information on business performance and the delivery of this Plan. The indicators and targets for 2023/24 are listed in the Appendices on page 21.

The [Value for Money Metrics](#) introduced in 2018 by the Regulator of Social Housing comprise seven of the KPIs monitored by the board. It should be noted that whilst the targets give a sense of the Group's direction of travel for each of the metrics, they should not be considered to be firm targets beyond the current financial year as they will be rebased each year as a result of the previous year's financial and operational performance.

During the last year we have worked to prepare to meet new regulatory requirements to report [Tenant Satisfaction Measures](#) in line with our regulator's definitions. We will introduce the ten new management information measures into our KPI regime in 2023, and provide an annual report to the board on performance against the 12 perception measures gained through a tenant satisfaction survey.

Corporate Plan Delivery

Key milestones for each Corporate Plan Project have been established. Progress made in the achievement of milestones will be reported to the Group board on a quarterly basis.

Corporate Priority	Goal	Goal Target
Caring for our customers, our assets and neighbourhoods	Achieve top quartile overall customer satisfaction	31/03/2025
	Anticipate the future requirements of the revised Decent Homes Standard	31/03/2024
	Become a carbon neutral business	31/03/2050
	Provide £1.5m investment over three years into projects that benefit the social, economic or environmental fabric of our communities	31/03/2024
Maintaining a strong corporate foundation	Maintain G1 v1 ratings across the Group	Throughout
Valuing staff	Attain three star accreditation with Best Companies	31/03/2026
Growing the business	Deliver 4,000 homes in five years	31/03/2027
	Leverage external funding to deliver services to vulnerable groups	Throughout

Table 3: Strategic Priorities and Goals.

Our homes and spaces.

We will aim for our homes to meet Energy Performance Certificate (EPC) band C by 2030.

£6m set aside for replacement of storage heaters, increasing insulation and alternative heating sources for 2023/24.

Successful installation of 103 air source heat pumps with more to follow.

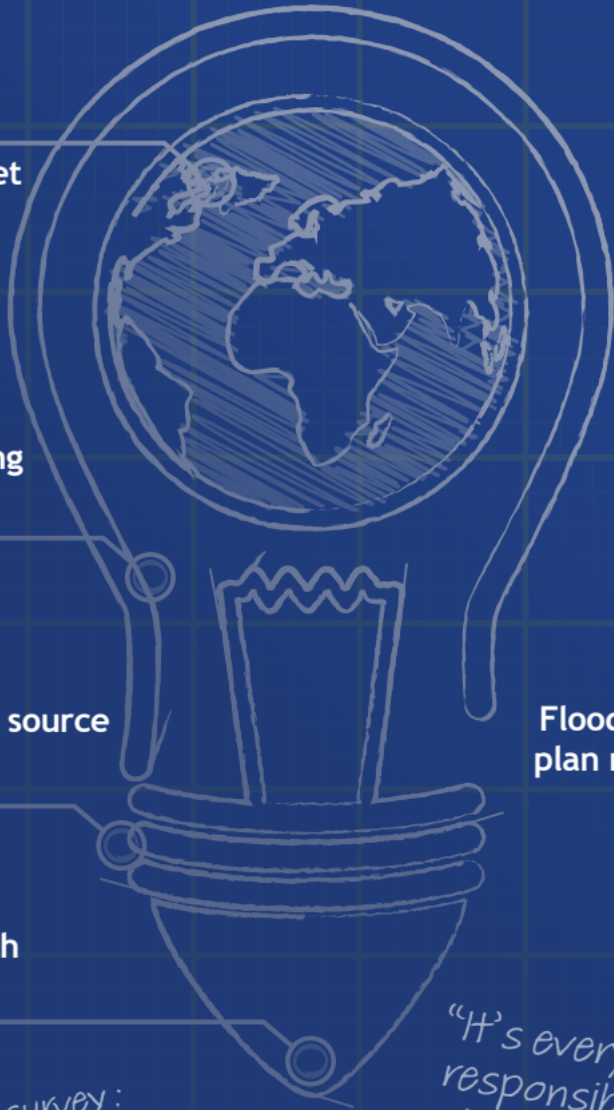
271 solar panels installed, with more to follow.

Flood response plan rolled out.

Results from our employee survey:

- We want environmentally friendly homes (87%)
- Do more to encourage nature (77%)
- Be more eco-friendly (94%)
- 70% of employees said they had encountered cold properties when visiting residents

*"It's everyone's responsibility."
- tenant survey*



We are committed to becoming a carbon neutral organisation. Achieving this will require us to make wide ranging changes to how we work and years of effort. We are continuously piloting new ideas to reduce carbon emissions.

Key Projects

Goal	2023/24 Project	Anticipated Outcomes	Principal KPI Influence
Achieve top quartile overall customer satisfaction	Automated Payments	A review of standing order and direct debit payments.	<ul style="list-style-type: none"> Current Tenant Arrears Income Collected
	Carpets and Furniture Pilot	An understanding of the practicalities of providing part-furnished tenancies.	<ul style="list-style-type: none"> Satisfaction of new tenants with home
	Cost of Living Help	Administration of funds to support tenants with the cost of living.	<ul style="list-style-type: none"> Current Tenant Arrears Income Collected
	Customer Contact Strategy	Improvements to customer contact options and performance.	<ul style="list-style-type: none"> Lost/Abandoned Calls Enquiries Resolved at First Point of Contact Connect customers who were dissatisfied, identifying politeness as the issue
	Online Services Expansion	An expansion of both the services available, and active users.	<ul style="list-style-type: none"> Number of logins to online services Lost/Abandoned Calls CRM Actions Completed
	Service Continuity Review	Improve response to customer demand during "out of hours" times.	<ul style="list-style-type: none"> Lost/Abandoned Calls Repairs completed within target timescale - non emergency Repairs completed within target timescale - emergency
	Data Quality Strategy	Ensure that we can confidently use of key data.	
	Debt Advice Review	Ensure the service is adequately resourced and targeting the right people.	<ul style="list-style-type: none"> Tenants accessing money advice Current Tenant Arrears Income Collected
	Equality Analysis	An analysis of service access compared to census data.	<ul style="list-style-type: none"> Overall customer satisfaction

Anticipate the future requirements of the revised Decent Homes Standard	Jigsaw Rewards Review	To develop the Group's IT backbone.	<ul style="list-style-type: none"> • Satisfaction that the landlord listens to tenants views and acts upon them • Number of logins to online services
	Resident Engagement Strategy	Continuously improve cyber security.	<ul style="list-style-type: none"> • Satisfaction that the landlord listens to tenants views and acts upon them
	Service Charges Alignment	Introduce a group-wide solution for document management.	<ul style="list-style-type: none"> • Income Collected
	TSS 2022 Action Plan	To introduce Microsoft Office 365 and associated services.	<ul style="list-style-type: none"> • Overall customer satisfaction
	Asset Management Strategy	To prepare for new building safety information recording and reporting requirements.	<ul style="list-style-type: none"> • Satisfaction that the home is safe • Satisfaction that the home is well maintained
	Bedsits Programme	To improve our online consultation portal.	<ul style="list-style-type: none"> • Median void length (general needs) • Median void length (housing for over 55s)
	Caretaking Project	To ensure residents are at the heart of our business, giving them the opportunity to take part in improving and shaping our performance and services.	<ul style="list-style-type: none"> • Satisfaction that the home is well maintained • Satisfaction that the home is safe
	External Wall System Programme	To roll-out a common Group-wide approach.	<ul style="list-style-type: none"> • Reinvestment • Satisfaction that the home is safe
	Fire Doors Programme	To take action in response to 2022's tenant satisfaction survey.	<ul style="list-style-type: none"> • Number of fire doors replaced • Satisfaction that the home is safe
	Sustainability Strategy	Safe, well-maintained homes.	<ul style="list-style-type: none"> • Carbon emissions (tCO₂e)
Become a carbon neutral business	Retrofit Pilots	Better alignment of our homes to the needs of our customers.	<ul style="list-style-type: none"> • Carbon emissions (tCO₂e)
	Whole House Fabric First Approach	To roll-out a caretaking model to Jigsaw Homes Midlands.	<ul style="list-style-type: none"> • Number of Properties below EPC C

Our Tenancy Offer.

Aligning our product to customer demand

Launched six 'warm hubs' across our neighbourhoods.

£100,000 set aside for 2023/24 bedsit programme.

88 percent of employees and 61 percent of tenants want us to convert bedsits into flats

'See It. Report it.' tool to be rolled out to councillors.

Over £5,000 in HACT fuel vouchers and 400 food bank vouchers handed out.

Supporting our tenants in difficult times

New tenancy support service team in place with 53 referrals.

Hoarding specialist appointed with 17 residents engaged so far and launch of peer support group.

£75,000 set aside for our hardship fund.

120 residents benefited from carpet and furniture pilot, leading to a 98% tenancy sustainment rate.

Our employees tell us they often see:

- dirty homes
- hoarding
- lack of curtains/carpets
- bare cupboards
- cold homes

All indicators/causes of poor mental health, anxiety, and depression.

We want to make sure that our homes and neighbourhoods provide places where our residents can thrive.

Provide £1.5m investment over three years into projects that benefit the social, economic or environmental fabric of our communities	Community Investment Strategy	Replacement of external wall systems.	<ul style="list-style-type: none"> • Satisfaction that the landlord makes a positive contribution to neighbourhoods
	Invest £500k through Jigsaw Foundation	Replacement of fire doors.	<ul style="list-style-type: none"> • Satisfaction that the landlord makes a positive contribution to neighbourhoods
Maintain G1 v1 ratings across the Group	IT Strategy	To reduce carbon emissions and promote sustainability.	<ul style="list-style-type: none"> • Employee Net Promoter Score
	Cyber Security	To learn from the trial of new technologies such as air source heat pumps.	
	Document management solution	To focus on improving the thermal efficiency of our homes	<ul style="list-style-type: none"> • Employee Net Promoter Score
	MS365 Migration	To provide targeted investment in our communities.	<ul style="list-style-type: none"> • Employee Net Promoter Score
	Planned Maintenance Systems Review	Support community-driven projects.	<ul style="list-style-type: none"> • Progress of Planned Programme
	Governance Plan	Ensure continued improvement in governance, accountability and transparency.	
	Board Renewal	Renew our board in a phased and ordered manner.	
	New Regulatory Regime	To engage with employees and to embed our corporate values.	
	Finance Systems	To assess options to replace / improve existing finance systems.	<ul style="list-style-type: none"> • Employee Net Promoter Score
	Security Strategy	To plan available future security.	<ul style="list-style-type: none"> • New Supply Delivered • Reinvestment
Attain three star accreditation with Best Companies	People Strategy	To provide a framework for our work with employees.	<ul style="list-style-type: none"> • Employee Net Promoter Score
	Employee Engagement Programme	To engage with employees and communicate our corporate values.	<ul style="list-style-type: none"> • Employee Net Promoter Score
	Equality Street	To promote equality, diversity and inclusion.	<ul style="list-style-type: none"> • Employee Net Promoter Score
	Health & Safety Training	Ensure that employees receive essential training.	<ul style="list-style-type: none"> • Employees completing statutory training • RIDDOR Incidents
	Jigsaw Voice	To consult with employees.	<ul style="list-style-type: none"> • Employee Net Promoter Score

Deliver 4,000 homes in five years	Development Strategy	The development of 4,000 new homes over five years.	<ul style="list-style-type: none"> • New Supply Delivered • Reinvestment • New Property Sales
	Gas Boiler Alternatives	A roadmap to replace gas boilers in new build properties with a reduced carbon option.	<ul style="list-style-type: none"> • Carbon emissions (tCO₂e)
	MMC Pilot	Learning through a new method of construction and 131 new homes.	<ul style="list-style-type: none"> • Carbon emissions (tCO₂e) • New Supply Delivered
	Zero Carbon New Builds	To investigate how the Group can develop zero carbon new builds by 2025.	<ul style="list-style-type: none"> • Carbon emissions (tCO₂e) • New Supply Delivered
	Loan Covenant Revision	To investigate whether lenders will disregard building safety investment.	<ul style="list-style-type: none"> • EBITDA MRI Interest Cover
Leverage external funding to deliver services to vulnerable groups	Jigsaw Support Strategy	To develop the Group's support services.	<ul style="list-style-type: none"> • Non-compliant Jigsaw Support Contracts
	Hoarding Pilot	To develop the Group's support services.	<ul style="list-style-type: none"> • Median void length (general needs)
	Motiv8 Interim Funding	To support the project for a further year.	
	Safer Accommodation Pilot	To provide temporary accommodation for women fleeing domestic violence.	
	Tenancy Sustainability Pilot	Fewer tenancy failures.	<ul style="list-style-type: none"> • Median void length (general needs)
	Well-being Navigators Pilot	Mental health signposting and low-level support for tenants.	

Key Performance Indicators

Key Performance Indicators and Targets

Corporate Priority	KPI	Purpose	Value	Benchmark	Target
Caring for our customers, our assets and neighbourhoods	Overall customer satisfaction	To measure satisfaction and enable benchmarking with similar organisations.	Very High	86.0% ¹⁵	≥ 86%
	Out-of-Date Fire Risk Assessments	To monitor compliance with the fire risk assessment (FRA) element of the Fire Safety Policy.	Very High	1 ¹⁶	0
	Properties Compliant with Gas Safety Requirements at Quarter End	To provide a quarter-end snapshot measure of compliance with gas safety regulations and Group policy.	Very High	100% ¹⁶	100%
	CRM Actions Completed	To monitor the responsiveness of staff to customer contact.	High	70.5% ¹⁶	≥ 80%
	Connect customers who were dissatisfied, identifying politeness as the issue	To monitor that customers are treated with respect.	High	2.8% ¹⁶	≤ 3%
	Progress of Planned Programme	To monitor the progress of planned investment work.	High	96.2% ¹⁶	≥ 88%
	Properties with Invalid Gas Certificates during Reporting Period	To monitor compliance with the requirements of Gas Safety regulations and the Group's Gas Safety Policy.	High	0 ¹⁶	0
	Average Time for Non-emergency Repairs	To measure the typical duration customers wait for the completion of a non-emergency repair from the point of reporting the repair.	Medium	11.3 working days ¹⁶	≤ 11 working days
	Complaints responded to within policy timescales	To monitor the performance of our Complaints Policy.	Medium	85% ¹⁶	≥ 80%
	Emergencies Attended and Made Safe in 24 Hours	To measure the compliance with the service standard for high priority responsive repairs.	Medium	97.7% ¹⁶	≥ 97%
	Enquiries Resolved at First Point of Contact	To measure how effectively Connect resolves customer enquiries.	Medium	70.2% ¹⁶	≥ 75%
	Number of fire doors replaced	To monitor key Building Safety work.	Medium	863 ¹⁶	≥ 1,587
	Number of logins to online services	To monitor access to our digital services.	Medium	72,468 logins ¹⁶	≥ 82,500
	Lost/Abandoned Calls	To measure the success with which Connect is managing customer contact demand.	Medium	15.5% ¹⁶	≤ 10%
	Median void length (general needs)	To measure the length of time involved in re-letting general needs properties.	Medium	25 working days ¹⁶	≤ 18 working days
	Median void length (housing for over 55s)	To measure the length of time involved in re-letting housing for the over 55s.	Medium	22 working days ¹⁶	≤ 20 working days
	Number of Properties below EPC c	To monitor progress towards a key aim of our Sustainability Strategy.	Medium	7,524 ¹⁶	≤ 6,446

¹⁵Median result for 195 housing associations, Sector Scorecard 2021.

¹⁶Prior year performance.

Satisfaction with Responsive Repairs	To monitor whether the repairs service is meeting customer expectations	Medium	88.3% ¹⁶	≥ 88%
Satisfaction with Handling of ASB Cases	To monitor whether the ASB service is meeting customer expectations.	Medium	78.8% ¹⁶	≥ 80%
Satisfaction of new tenants with home	To monitor the delivery of a key service.	Medium	88.1% ¹⁶	≥ 80%
Tenants accessing money advice	To monitor the delivery of an important service.	Medium	2,398 ¹⁶	≥ 1,842
Overall customer satisfaction	To measure satisfaction and enable benchmarking with similar organisations.	Very High	66.5% ¹⁶	≥ 70%
Satisfaction with Responsive Repairs	To monitor whether the repairs service is meeting customer expectations.	Medium	71.2% ¹⁶	≥ 75%
Satisfaction with time taken to complete most recent repair	To monitor whether the response times for repairs are meeting customer expectations.	Medium	66.3% ¹⁶	≥ 70%
Satisfaction that the landlord keeps tenants informed about things that matter to them	To monitor whether the level of tenant communication is meeting customer expectations.	Medium	63.7% ¹⁶	≥ 70%
Satisfaction that the landlord listens to tenants views and and acts upon them	To monitor whether customers feel their views are listened to and acted upon.	Medium	52.8% ¹⁶	≥ 60%
Satisfaction that the home is well maintained	To monitor the delivery of a key service.	Medium	64.8% ¹⁶	≥ 70%
Satisfaction that the home is safe	To monitor the delivery of a key service.	Medium	New TSM	Monitor
Agreement that the landlord treats tenant fairly and with respect	To monitor whether customers feel they are treated fairly and with respect.	Medium	66.7% ¹⁶	≥ 70%
Satisfaction with the landlord's approach to handling complaints	To monitor whether the complaints service is meeting customers expectations.	Medium	52.7% ¹⁶	≥ 60%
Satisfaction that the landlord keeps communal areas clean and well maintained	To monitor the delivery of communal area cleaning.	Medium	65.4% ¹⁶	≥ 70%
Satisfaction that the landlord makes a positive contribution to neighbourhoods	To monitor the social impact of our neighbourhood work.	Medium	72.8% ¹⁶	≥ 75%
Satisfaction with the landlord's approach to handling anti-social behaviour	To monitor whether the ASB service is meeting customer expectations.	Medium	50.2% ¹⁶	≥ 60%
Complaints relative to the size of the landlord - stage 1 complaints	To measure the number of stage 1 complaints received relative to the stock base.	Medium	6.49 ¹⁶	Monitor
Complaints relative to the size of the landlord - stage 2 complaints	To measure the number of stage 2 complaints received relative to the stock base.	Medium	1.05 ¹⁶	Monitor
Complaints responded to within Complaint Handling Code timescales - stage 1 complaints	To monitor the performance of our Complaints Policy for stage 1 complaints.	Medium	New TSM	100%
Complaints responded to within Complaint Handling Code timescales - stage 2 complaints	To monitor the performance of our Complaints Policy for stage 2 complaints.	Medium	New TSM	100%
Anti-social behaviour cases relative to the size of the landlord	To measure the number of ASB cases received relative to the stock base.	Medium	109.06 ¹⁶	Monitor

Our Future Development Product.

We have delivered 1,779 homes in last three years

We plan to deliver 4,000 new homes by 2028.

Our first ever modern methods of construction scheme to pilot off-site building, reducing embedded carbon by 50%, will be completed in 2024.

We secured our first ever sustainability bond providing £360m to build energy efficient homes.

We will phase out gas boilers in new homes by 2025 and will begin installing electric heating in new homes from 2023.

We will trial the building of net-zero carbon homes from 2025 and hope to have a site for a pilot project in 2023.

Employees and residents want us to build more sustainably.

Building sustainably is high on the agenda for our employees and residents. We are looking at how our future development product can work to create more sustainable and energy efficient homes over the next few years and beyond.

	Homes that do not meet the Decent Homes Standard	To monitor the number of homes that do not meet the Decent Homes Standard.	Medium	New TSM	≤1%
	Repairs completed within target timescale - non emergency	To measure the compliance with the service standard for non-emergency responsive repairs.	Medium	New TSM	≥ 80%
	Repairs completed within target timescale - emergency	To measure the compliance with the service standard for high priority responsive repairs.	Medium	97.7% ¹⁶	≥ 98%
	Homes that have had necessary gas safety checks	To provide a quarter-end snapshot measure of compliance with gas safety regulations.	High	New TSM	≥ 99.9%
	Homes that have had necessary fire safety checks	To provide a quarter-end snapshot measure of compliance with fire safety regulations.	Very High	New TSM	100%
	Homes that have had other necessary safety checks	To provide a quarter-end snapshot measure of compliance with asbestos safety regulations.	High	New TSM	100%
Maintaining a strong corporate foundation	Carbon emissions (tCO ₂ e)	To monitor progress towards a key strategic aim.	Very High	4205 ¹⁶	≤ 6,395
	Current Tenant Arrears	To monitor the effectiveness of rent collection from current tenants.	Very High	3.35% ¹⁶	≤ 3.12%
	EBITDA MRI Interest Cover	To measure the level of surplus generated compared to the interest payable, as an indicator of liquidity and investment capacity.	Very High	187.5% ¹⁷	≥ 125.3%
	Income Collected	To track revenue generated from the Group's core business of residential property letting.	Very High	99.3% ¹⁶	≥ 99.0%
	Operating Margin	To demonstrate the profitability of the Group's core operations.	Very High	27.8% ¹⁷	≥ 25.6%
	Gearing	To monitor the organisation's reliance on debt financing.	High	45.4% ¹⁷	≤ 50.7%
	Headline Social Housing Cost per Unit	To measure the cost of managing the stock portfolio.	High	£2.64k ¹⁷	≤ £3.8k
	Reinvestment	To monitor the level of investment in existing properties and new supply.	High	6.12% ¹⁷	≥ 13.2%
	Return on Capital Employed	To monitor how well the organisation is generating profits from its capital.	High	2.77% ¹⁷	≥ 3.1%
	RIDDOR Incidents	To monitor the frequency of serious Health and Safety and Gas incidents.	Medium	1.0 pa ¹⁸	≤ 8 pa
	Void Loss	To monitor income lost through untenanted properties.	Medium	1.29% ¹⁶	≤ 1.2%
Valuing Staff	Employees completing statutory training	To monitor staff completion of training courses required by statute.	High	98.6% ¹⁶	100%

¹⁷Regional competitors' benchmark group derived from *Global Accounts 2021*, RSH.

¹⁸Based on RIDDOR frequency rate for 'Real estate', *Injury Frequency Rates*, HSE, 2015.

	Employees completing other required training	To monitor staff completion of other important training courses.	Medium	91.3% ¹⁶	≥ 98%
	Employee Net Promoter Score	To gauge the sentiment of employees towards the company.	Medium	43 ¹⁶	≥ 20
	Employee Sickness	To monitor levels of absence owing to sickness and injury.	Medium	4% ¹⁶	≤ 4.4%
	Employee Turnover	To monitor the turnover / retention of employees.	Medium	2.95% ¹⁶	≤ 3.75%
Growing the business	New Property Sales	To monitor the completion of sales to budget forecasts.	High	98 ¹⁶	≥ 132
	New Supply Delivered	To monitor the progress of development work and the level of growth of the company's stockbase.	High	1.01% ¹⁶	≥ 3.4%
	Non-compliant Jigsaw Support Contracts	To ensure Jigsaw Support contracts are running on budget and are satisfying contract terms and requirements.	High	5% ¹⁶	≤ 8%
	Starts on Site	To monitor the pipeline of new property development work.	High	612 ¹⁶	≥ 695

Leadership

Jigsaw Homes Group Non-Executive

At 31 March 2023:



Fay Selvan, Group Chair

Fay is chief executive of the Big Life Group which is a social enterprise with the mission of changing lives. It provides services for health and well-being, skills and employment, children and families. Fay is also the Chair of the International Network of Street Papers.



Roli Barker, Chair of North Board

Roli is an experienced project manager who has worked on a range of projects from international corporate events to the London 2012 Olympic and Paralympic Games. Roli is currently working on the design, implementation and delivery of a £1.2 million project to transform Greater Manchester's private rented sector. During her career, Roli has been able to develop a range of skills, including working with local communities, developing relationships with key stakeholders and fundraising. Roli is a fellow of the Royal Society of Arts and a member of the Institute of Fundraising.



Gill Brown, Chair of Jigsaw Support

Gill is a non-executive director for St Helens and Knowsley Hospitals NHS Trust. Previous roles include governing body member for NHS Southport and Formby Clinical Commissioning Group and chief executive for Healthwatch Lancashire. Gill has also had a number of years' experience of working in the NHS in a variety of clinical, research and board roles. Gill is also a mentor for the Board Diversity Network.



Gerald Cooney

Ged is a Tameside MBC executive cabinet member for economic growth, employment and housing. He holds the positions of chair of the Northern Local Government Pension Fund and vice deputy for the Greater Manchester Pension Fund. He is a Councillor for Droylsden West as well as a board member of another housing association based in Tameside.



Bridget Groarke, Chair of Risk & Audit Committee

Bridget is Group General Counsel and company secretary for a global manufacturing company. She is founder and director of Commercial Compass Ltd, a business and management consultancy. Bridget has strong business, regulatory and legal experience in many sectors. Bridget previously held leadership positions in a number of organisations such as Manchester Airport Group, the Co-operative Group Ltd and Intervoice Brite Ltd.



Melvin Kenyon

Melvin brings a wealth of knowledge from his prior executive roles in both the private and public sectors along with substantial risk management experience. Melvin currently also serves as a non-executive director of Ongo Homes and he is a member of Nottingham Trent University's Audit & Risk Committee.



Evelin Matley

Evelin is a retired former senior banker who spent more than 25 years of her career specialising in lending to the social housing sector, most recently at Santander UK PLC but also with BNP Paribas. Her previous experience was also gained in private finance initiative project finance.



Tim Ryan, Chair of Jigsaw Homes Midlands

Tim is director of Volute Ltd, a digital development agency which creates websites, apps and learning management systems for universities, the NHS and private sector organisations. He is a registered architect and previously had a career in social housing property development.



Annabel Todd, Chair of Jigsaw Treasury

Annabel is a banking and lending specialist with an MSC and BSC in Banking Practice and Management and is a Fellow of the London Institute of Banking and Finance. Annabel spent most of her career at RBS but is now Business Development Director and runs the North West office for BREAL Zeta, who are a specialist funder lending money to local and global businesses.

Executive Team

At 31 March 2023:



Hilary Roberts, Group Chief Executive

Hilary is the group chief executive of Jigsaw. She has lead responsibility to work with the board of management to develop and implement corporate strategy. She has a strong background in business growth and property development having held senior roles in this area for over 20 years.



Paul Chisnell, Executive Director of Finance

Paul is Jigsaw's executive director of finance. Paul joined the Group in 2009 and is responsible for the Group's approach to treasury management and the provision of Group finance services including income collection. Paul has developed a strong commercial background through his previous directorships with a range of independently owned businesses in the North West of England. He is particularly experienced in company funding including work with the venture capital sector



Donna Kelly, Group Director of Neighbourhoods & Support

Donna is Group Director of Support and Neighbourhoods. She is responsible for all of Jigsaw's Neighbourhood Plans and support services. She has over 26 years experience in supported housing, with many years spent in management and director roles. Donna is also the Chair for the National Housing Federation's Regional and National Health and Housing Group.



Andy Marshall, Group Director of Asset Management

Andy is Group Director of Asset Management. He is responsible for Asset Management including Building Safety and the Group's maintenance teams and management of the Miles Platting PFI contract.



Katie Marshall, Group Director of Development & People

Katie is Group Director Development & HR, she is responsible for development, sales, Human Resources, payroll and Health & Safety.



Brian Moran, Deputy Chief Executive / Group Company Secretary

Brian is Jigsaw's deputy chief executive and its company secretary. Brian is responsible for the Group's governance arrangements and for developing the strategic direction of the Group's corporate services which include the Connect service, IT, marketing, business analysis and regulatory work. Brian has a research background and is highly experienced in data analysis.

The Group's Board Members

At 31 March 2023:

	Jigsaw Homes Group	Jigsaw Homes Midlands	Jigsaw Homes North	Jigsaw Support	Jigsaw Funding	Jigsaw Treasury	Remuneration Committee	Risk & Audit Committee
Dave Addy				○				○
Shoab Akhtar			○					
Roli Barker	○		●					
Claire Beaumont			○					
Gill Brown	○			●			○	
Paul Chisnell	○				○	○		
Gerald Cooney	○							
Stephen Dunn							●	
Clive Elliot			○					
Lynne Garsden			○					
Carole Green				○				
Bridget Groarke	○							●
Dianne Jackson		○						
Paul Joyce				○				○
Donna Kelly		○						
Melvin Kenyon	○	○					○	
Paul Lees			○					○
Matthew Lynch			○					
Albert Margai				○				
Evelin Matley	○							
Michael McDermott		○						
Brian Moran	○				○	○		
Janet Mutch			○					
Richard O'Connell				○				○
Laverne Picart			○					○
Karen Potts		○						
Anthony Powell				○				
Hilary Roberts	○				○	○		
Michelle Rudkin		○						
Tim Ryan	○	●						
Fay Selvan	●						○	
Annabel Todd	○				●	●		
Shamshad Walker		○						○
Stephen White		○						

● Chair ○ Member.

Creating homes. Building lives.

Jigsaw Homes Group Limited

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Regulated by the Regulator of Social Housing Registration No. LH4345

Registered under the Co-operative and Community Benefit Societies Act 2014 Registration No. 29433R