Financial Statements for the year ended 31 March 2026

Jigsaw

Jigsaw Homes North

Creating homes. Building lives.

Contents

Company Information

Registration number	Co-operative and Community Benefit Societies Act 2014, number 16668R
Regulator of Social Housing Registration Number	LH0131
Registered office	Cavendish 249 Cavendish Street Ashton-under-Lyne Tameside, OL6 7AT
Board members	R. Barker (chair: appointed April 2026) M. Harrison (appointed & appointed chair: October 2025, chair: retired March 2026) T. Ryan (chair: retired September 2025) J. Bennett (appointed April 2026) G. Brown (appointed April 2026; retired July 2026) C. Beaumont (retired March 2026) A. Jabbar (appointed April 2026) K. Jalli (appointed April 2026) C. Elliott (retired March 2026) M. Kenyon (retired December 2025) M. Lynch (resigned May 2025) E. Matley (appointed April 2026) A. McLaren (appointed July 2026) B. Moran (executive member) J. Mutch (retired March 2026) L. Picart (retired March 2026) S. Remi-Akinwale (retired March 2026) C. Snow (appointed November 2025) A. Todd (appointed April 2026) J. Tsui (appointed April 2026)
Senior management team	B. Moran, Group Chief Executive K. Marshall, Deputy Group Chief Executive and Group Director of Development & People P. Chisnell, Executive Director of Finance M. George, Group Director of Asset Management D. Kelly, Group Director of Neighbourhoods & Support C. Smith, Group Director of Corporate Services
Company Secretary	M. Murphy
Bankers	National Westminster Bank Plc. Manchester City Centre Branch PO Box 305 Spring Gardens Manchester, M60 2DB
Auditors	Menzies LLP One Express 1 George Leigh Street Manchester, M4 5DL

1. Introduction

Support for Residents in Chorley

Hundreds of residents across Chorley received support with finding work, enjoying meals at a warm hub, and combatting social isolation, thanks to the efforts of our Neighbourhood Engagement Team.

Chair's Statement

Chair's Introduction

As Chair of Jigsaw Homes North ("the Association"), I am pleased to present this year's financial statements and to reflect on the progress made across 2025/26.

This is the first set of financial statements that I will be introducing as the newly appointed chair and I am particularly pleased that the financial statements reflect another year of strong performance alongside the continued delivery of essential housing and services for the most vulnerable people in our communities.

This has been a year of achievement and progress for the Association.

Demand for affordable social housing remains high across the areas we serve and, against a backdrop of increasing policy certainty and continued investment in the sector, the Association has continued to strengthen its position whilst delivering for residents and communities.

The Board has remained focused on ensuring that the Association continues to deliver its social purpose whilst maintaining financial strength, effective governance and a clear long-term strategy.

Throughout the year, I have also been encouraged by the progress made across a wide range of priorities, including the delivery of new homes, investment in existing stock, supported housing and community-based services.

Our *Corporate Plan 2024–2031* reaffirms our mission of

> "Creating homes. Building lives."

That mission remains central to the Board's thinking. It provides a clear framework for how we balance investment, service quality, financial resilience and social impact whilst creating long-term value for residents and communities.

Our Operating Environment

The year 2025/26 marked the final year of our Group's *Development Strategy 2021–2026*, which set a target to deliver 4,000 new social homes.

This has been an ambitious programme and I am proud that the Group has continued to deliver at scale whilst maintaining a strong focus on quality, sustainability and social impact.

During the year, the Association successfully delivered 507 new homes, working alongside local authorities, contractors and partners to meet housing need across the areas we serve.

Most notably, 2025/26 saw the Group complete its largest ever development at Bourne Road in Wyre, delivering 210 affordable homes and transforming a former industrial site into a thriving new community.

Furthermore, I was also delighted to see the Group receive national recognition through a *Housing Design Award* for Clover House in Ardwick, Manchester, demonstrating our commitment to combining high-quality design with specialist support for residents.

The Group's financial strength was recognised during the year through Moody's reaffirmation of its 'A2 stable' credit rating. Together with continued investment in existing homes, neighbourhoods and services, this provides confidence that Jigsaw remains well placed to deliver on its ambitions over the long term.

The year also saw further progress in simplifying the Group's governance arrangements, including the conversion of Jigsaw Homes Tameside, into a *Community Benefit Society*.

This represents another important step in our wider governance simplification programme and will help the Group operate more effectively in the years ahead.

The Association's success depends upon the commitment, skill and dedication of its employees.

Therefore, I would like to thank colleagues across the Association for their contribution during the year, particularly as we continue to evolve our services and respond to changing expectations from residents, regulators and stakeholders.

Our Future Plans

Looking ahead, the Board remains focused on maintaining high-quality services, investing in existing homes, building much-needed affordable housing and supporting the communities we serve.

The Government's long-term commitment to affordable housing, including the Social and Affordable Homes Programme (SAHP) 2026–2036, creates significant opportunities for organisations such as Jigsaw.

In line with this approach, I am pleased to report that, following the launch of the SAHP funding programme, the Group submitted a Strategic Partnership bid in April 2026 to support our future development ambitions and maximise the number of new homes we can deliver over the coming years.

The Group substantially achieved its target to deliver 4,000 new homes by 31 March 2026, with only a small number of schemes completing in 2026/27. This is a significant achievement and reflects the sustained commitment of colleagues, partners and board members over the life of the Development Strategy.

I am especially pleased to report that the Group's first zero-carbon pilot development in Manchester was successfully completed and fully-let in summer 2026, marking an important milestone for the Association's journey towards delivering more sustainable homes and communities.

Alongside our investment in homes and communities, we remain committed to building an inclusive organisation that reflects the communities we serve. I am proud of the Association's continued support for initiatives which promote diversity, inclusion and leadership development across the whole of Jigsaw.

During 2026/27, we also expect to complete our governance simplification project. The introduction of our new committee structure, including dedicated *Customer* and *Assets and Development* Committees, strengthens board oversight and reflects the importance we place on service quality, existing homes and future growth.

I would like to place on record my thanks to the board members who have left us following these governance changes, and to all colleagues, residents and partners for their continued support and commitment.

I believe that the Association is exceptionally well placed to support the Government's ambitions to build more homes, improve housing standards, strengthen communities and respond to the challenges of decarbonisation.

We have a strong financial position, a clear strategic direction and a dedicated workforce committed to making a positive difference.

As Chair, I am proud of what has been achieved during the year and confident that the Association will continue creating homes, building lives and strengthening communities across the areas we serve.

Roli Barker

Association Chair

our values

Our Vision

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

Our Mission

Creating homes. Building lives.

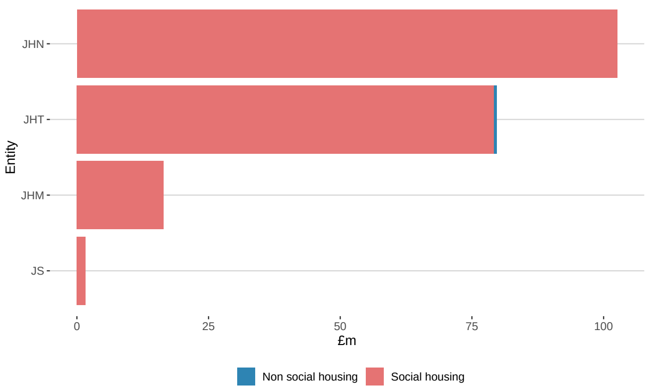
About Us

We are a member of Jigsaw Homes Group (the "Group") which comprises ten organisations working in unison to tackle inequality throughout the North West and East Midlands.

In addition to the parent, Jigsaw Homes Group Limited the principal members of the Group are:

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

As measured by financial turnover, Jigsaw is the 30th largest housing group in the country[1]. The turnover of the Group's principal members during 2025/26 is shown in Figure 1 on this page.



Source: financial statements 2025/26.

Figure 1: Turnover analysis — the vast majority of the Group's turnover is based on social housing activities.

Our Activities

The Group builds, renovates and manages low-cost housing for rent and sale.

The core of the Group's business is principally centred on the management of social housing for rent and Jigsaw Homes North is responsible for a total of 18,640 homes. The location of homes managed by Jigsaw Homes North is shown in Figure 2 on the current page. Jigsaw Homes North is active in 28 local authority areas.

[1]Source: 2025 Global Accounts of private registered providers

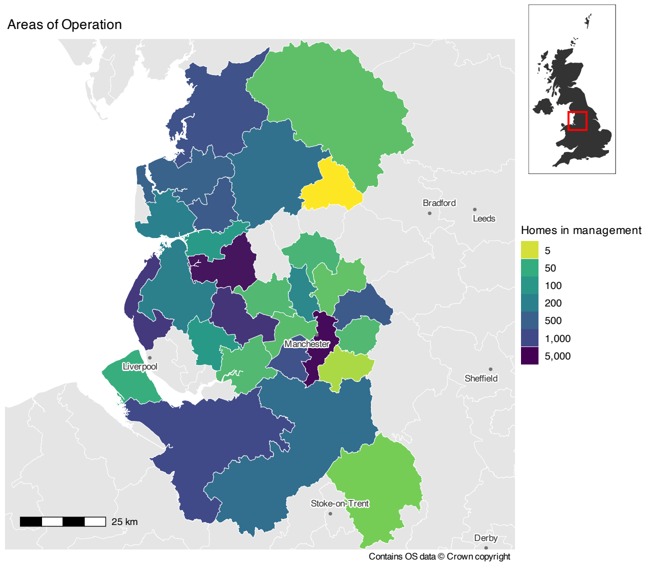


Figure 2: Location of housing stock — shading shows concentrations.

We work to help regenerate neighbourhoods and increase life opportunities for disadvantaged individuals and communities.

The Group also provides a range of supported housing services to help people live independently and to successfully maintain their tenancies. This work is often funded through external contracts that are delivered on a commercial basis.

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

Cooperation, Collaboration and Partnerships

We recognise that we can often achieve more by working together with other organisations that share our aims. Jigsaw Homes Group is an active member of the *National Housing Federation*, the *Northern Housing Consortium*, the *Greater Manchester Housing Partnership*, and *Homes for the North*.

As at 31 March 2026, the Group was party to one joint venture with other housing associations, *Manchester Athena*, which brings together housing associations to deliver projects focused on employment, skills, health, and wellbeing.

2. Strategic Report

Stork Mews
Wigan, Greater Manchester
Supported Living

Review of the Year

Operational Performance

To monitor performance against the *Group's Delivery Plan* for 2025/26, the Association has established a suite of performance measures which are monitored by the Board and by the Risk & Audit Committee on a quarterly basis.

Year-end Key Performance Indicator (KPI) performance including that against the Regulator of Social Housing's (RSH) Tenant Satisfaction Measures (TSM) is shown in Table 1 on page 14 — categorised by the themes of resource type and customer impact — and is discussed below.

Resources - Properties

Table 1 shows zero of one Delivery Plan theme KPIs targets established to monitor performance was achieved in the year.

During 2025/26, for this Delivery Plan theme the performance of the following very high or high priority KPIs did not meet target levels:

- New Supply Delivered

Performance in the year for the *New Supply Delivered* KPI was below target due to delays on three schemes, caused by various matters outside of Jigsaw's control. These schemes are all projected to complete in 2026/27.

Although the *New Property Sales* KPI was below target by only one property, 10 of the 26 unsold properties at 31 March 2026 were reserved by buyers.

In 2025/26 the Association delivered 507 units of affordable housing, as shown in Figure 3.

The economic impact of housing development can be estimated through the *National Housing Federation's* Local Economic Impact Calculator.

An estimate of the impact of the Association's development activity during the year is shown in Table 2. 9,623 jobs are estimated to have been supported through the Association's investment in new development in the year.

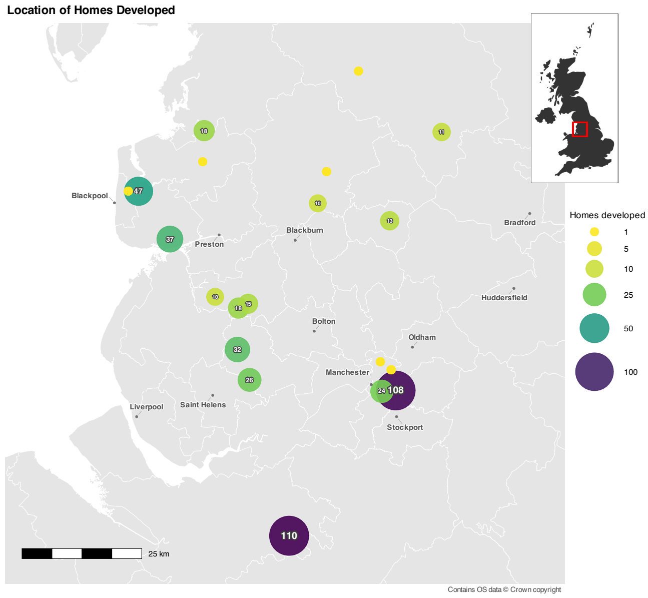


Figure 3: New affordable housing delivered in 2025/26.

Homes provided	Jobs supported	Impact
507	9,623	£523.9m

Table 2: Local economic impact of housing development 2025/26.

The Association's provision of new housing generates wider value for society as new housing provides people with better places to live. Through careful architectural design, the Association's housing developments also contribute to improvements to the general built environment and towards efforts to reduce carbon emissions. Figure 4 on the next page presents a selection of the new housing delivered by the Group's members in 2025/26, showcasing high design standards.

In April 2026, the Group submitted a strong *Strategic Partnership* (SP) bid to access funding from the *Social and Affordable Homes Programme (SAHP) 2026–2036* to maximise the number of new homes the Group delivers over the medium-term. The Group's *Development Strategy* is targeting to build 3400 new homes for social housing between 2026 and 2,031. This programme is expected to inject an additional £57m into local economies, supporting in excess of 1,047 jobs per annum.

At 31 March 2026, 400 properties were on-site and in progress.

Figure 4: Good design in new housing 2025/26.

Resources - Finances

Table 1 shows that one of the two KPIs established to monitor the delivery of this strategic objective was achieved in the year.

During 2025/26, for this Delivery Plan theme the performance of the following very high or high priority KPIs did not meet target levels:

- Void Loss

Void Loss performance at 31 March 2026 at 1.46% was higher than the target for the year of 1.3%. The action plan approved by the executive team to improve void loss performance — including commissioning of works from contractors on major voids, sales of voids to Manchester City Council and recruitment of two new void teams — has progressed satisfactorily. Each initiative should result in an improvement to void loss in early 2026/27.

A summary of the Association's recent financial results is shown in Table 3 on the following page and highlights of the Association's financial position are shown in Table 4 on the next page.

The Board is pleased to report that *Operating Surplus* amounted to £34m or 28% of turnover.

With regard to loan finance, during the year the Association repaid £26.2m in line with agreed debt profiles. £58.4m of loan finance was drawn-down in the year. At the year-end gross debt borrowings amounted to £578.9m[2], maturing as outlined in Note 19 to the financial statements.

Customer Impact - Services

Table 1 shows that three of the three KPIs established to monitor the delivery of this strategic objective were achieved in the year.

During 2025/26, for this Delivery Plan theme all very high or high priority KPIs met target levels.

Customer Impact - Homes

Table 1 shows that two of the two KPIs established to monitor the delivery of this strategic objective were achieved in the year.

[2]before issue costs, any loan premium or discount.

Figure 5: Group CEO Brian Moran meets residents in their new homes at Poplar Drive, Thornton Cleveleys.

During 2025/26, for this Delivery Plan theme all very high or high priority KPIs met target levels.

Figure 6: New energy efficient roofs with solar panels installed across homes in Waterton Lane, St Annes.

Note: Please see the financial statements of our parent — Jigsaw Homes Group — for a full report on the value for money performance of the Group, including details of our performance with respect to the 2025 Value for Money metrics published by the Regulator of Social Housing.

The Board's view of the key risks to the business and an explanation of how these are mitigated is included in the analysis of the Association's corporate risk position at the end of the financial year on page 19.

	KPI	Priority	Target	Q4 Actual	Trend
	Resources - Properties				
●	New supply delivered	VH	3.02%	2.94%	↓
	Resources - Finances				
	Income collected	VH	95%	100.05%	↓
●	Void loss	VH	1.3%	1.46%	↓
	Customer Impact - Services				
	Satisfaction with repairs	VH	88%	92.11%	↑
	Satisfaction of new tenants with home	VH	80%	92.86%	↑
	TSM: Emergency repairs completed within target timescale	VH	97%	98.7%	↓
	Customer Impact - Homes				
	TSM: % of homes that do not meet the decent homes standard	VH	1%	0.19%	↑
	Properties with invalid gas certificates during reporting period	VH	3	1	↓

● Out of target performance ↑ improving year-on-year trend ↓ deteriorating year-on-year trend — no change in trend.

Table 1: Quarterly KPI performance at year-end (financial data based on unaudited management accounts.)

Year	Turnover £'000	Operating expenditure £'000	Operating surplus %	Retained surplus £'000	Retained surplus %
2022	93,160	52,518	39	29,410	32
2023	102,587	67,845	29	11,004	11
2024	109,572	74,571	30	13,466	12
2025	118,622	82,046	28	11,824	10
2026	**121,670**	**88,716**	**28**	**10,888**	**9**

The above figures are extracted from previous financial statements based on accounting standards effective at those dates.

Table 3: Five-year financial performance.

Year	2026 £'000	2025 £'000	2024 £'000	2023 £'000	2022 £'000
Housing properties at cost	1,341,066	1,266,443	1,184,258	1,074,202	984,722
Properties for sale	4,110	2,645	2,863	3,268	5,106
Investments	3,311	3,168	3,035	3,393	3,246
Cash at bank and short term deposits	8,119	8,828	13,560	79,993	15,544
Creditors amounts falling due within one year	40,837	34,880	43,457	40,159	31,698
Net current assets / (liabilities)	(14,299)	(740)	(2,752)	60,995	(199)
Total assets less current liabilities	1,182,449	1,134,815	1,061,672	1,026,121	884,887
Creditors amounts falling due after more than one year	908,573	870,607	807,823	786,031	653,589
Capital and reserves	271,765	260,877	249,053	235,587	224,583

The above figures are extracted from previous financial statements based on accounting standards effective at those dates.

Table 4: Five-year financial position.

3. Governance

Brockholes Crescent
Wyre, Lancashire
Affordable Rent

Corporate Structure and Governance

The Association follows the governance arrangements of the Jigsaw Homes Group.

As at 31 March 2026, the Group's corporate and governance structure is shown in Figure 7 on the next page. Figure 7 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.

As from 1 April 2026, the Group has realigned its governance arrangements focused around a structure supported by two new committees: *Customers* and *Assets and Development*.

In September 2024, in order to assist the completion of a group-wide governance review, it was agreed for Tim Ryan's tenure as a board member to be extended for an additional twelve months up to September 2025.

Table 5 on the following page sets out the demographics of the Board in comparison to the diversity of the Association's residents and to the wider region.

The Group produces an annual report against the *Sustainability Reporting Standard for Social Housing*, the voluntary reporting framework that assesses various criteria across Environmental, Social, and Governance (ESG) factors, to enhance the transparency and consistency of ESG reporting across the social housing sector.

The Group's latest ESG report provides a clear and comparative overview of its ESG activities, showcasing the ongoing efforts to tackle climate change, promote ecological sustainability, and provide affordable, secure housing.

Board Members Serving at the End of the Financial Year

Matthew Harrison

Chair of Landlord member boards

Attendance: 2/2 100% (Board), 2/2 100% (Group), 2/2 100% (Jigsaw Homes Midlands) , 2/2 100% (Jigsaw Homes Tameside)

Matt is a former North West based Housing Association Development Executive and subsequently Chief Executive. He has over 30 years of executive level experience in the housing sector. He is also Chair of South Yorkshire Housing Association and a Co-optee on the Places for People Homes Committee. Matthew is also a non-executive director for the Ashton Mayoral Development Zone and has established a housing consultancy business.

Claire Beaumont

Attendance: 3/4 750% (Board) , 3/4 75% (Jigsaw Homes Tameside)

Claire is a partner in the Commercial Property Team at Gorvins Solicitors specialising in property investment and finance but with broad experience across the sector working with a variety of clients who are active in the market.

Claire is a former Chairman of the Association of Women in Property Northwest Branch and remains part of the committee and as a mentor, assisting the association in encouraging women into the property sector.

Clive Elliott

Attendance: 3/4 75% (Board), 1/1 100% (Jigsaw Funding), 3/4 75% (Jigsaw Treasury)

Clive has been a corporate banker and a business management consultant, specialising latterly in large scale transformational change strategy and delivery in a range of public and private sector organisations.

He has previously held the position of Pro-Chancellor and Chair of the board at Edge Hill University in Lancashire and is currently a Senior Independent Director at The Walton Centre NHS Foundation Trust in Liverpool.

Chris Snow

Attendance: 4/4 100% (Board)

Chris has served on Chorley Borough Council for 14 years and was recently elected to Lancashire County Council as the representative for Chorley Central Division.

Recently retired, he has worked in the construction and property development industry for most of his career.

Brian Moran

Group Chief Executive

Demographic	Local Area	Tenants	Board
% who are women	51	61	58
% who are ethnic minorities	14	27	33
% who have a disability	19	4	8
% who are lesbian, gay or bisexual	3	2	17
% who identify with a religion	62	64	33
% who were educated at state school	c.93	Unknown	83
Average age (years)	41	50	55

Source: ONS data from 2021 Census: for gender, ethnicity, disability, sexuality, religion and age, the region used is North West, national data is used in the case of schooling, Jigsaw data as at May 2026.

Table 5: Demographic composition of the Board.

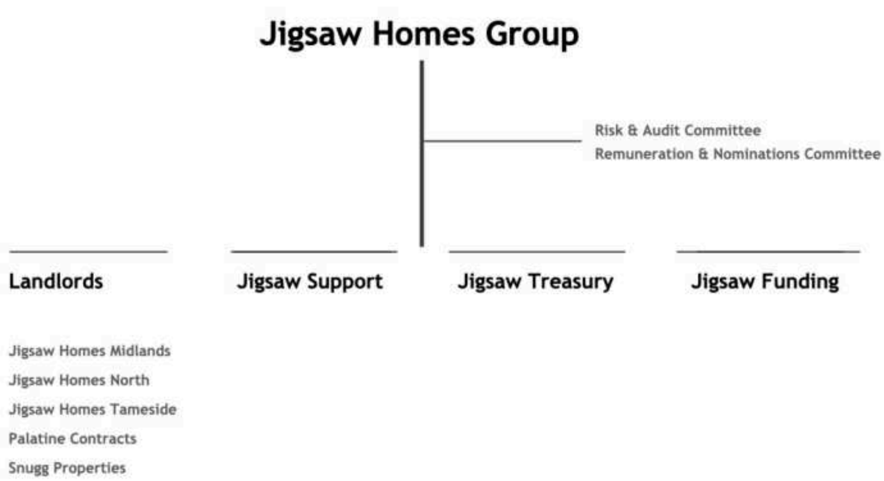


Figure 7: Corporate and governance structure — board meetings for the organisations that fall under Landlords are held contemporaneously using overlapped meetings.

Attendance: 4/4 100% (Board), 4/4 100% (Group) , 4/4 100% (Jigsaw Homes Tameside) , 1/1 100% (Jigsaw Funding), 4/4 100% (Jigsaw Treasury)

Brian became Group Chief Executive in 2023, having built a career spanning more than 20 years within the organisation since joining in 2000. Prior to taking the helm, he served in senior leadership roles including as Deputy Chief Executive and Company Secretary, and Director of Corporate Services. Throughout his tenure, Brian has led vital operational and strategic developments across governance, regulation, corporate planning, customer contact, IT and resident engagement.

Working closely with the Board, colleagues and partners, Brian drives the Group's mission of "creating homes, building lives" and keeps the Group focused on its core priorities: high-quality homes and services for existing residents, new affordable housing, investment in communities and support for independent living. Brian is also the Group's designated lead for Health and Safety.

Janet Mutch

Attendance: 4/4 100% (Board) , 4/4 100% (Jigsaw Homes Tameside)

Janet brings a wealth of customer service and employment knowledge to the board through her role as retail manager for Cancer Research and previous role with Willow Wood Hospice. Living and working in Tameside gives Janet a strong understanding of the issues facing our customers and the wider community.

Laverne Picart

Attendance: 4/4 100% (Board) , 4/4 100% (Jigsaw Homes

Tameside) , 4/4 100% (R&A Committee)

Laverne is a finance professional with over 30 years' experience gained in the financial services sector as an auditor, investment analyst, corporate banker and more recently financial adviser.

Laverne is a qualified financial adviser and chartered accountant and is a member of the Institute of Chartered Accountants In England and Wales, the Personal Finance Society and the Chartered Insurance Institute.

Samuel Remi-Akinwale

Attendance: 3/4 75% (Board)

Samuel is the Chief Executive Officer of Young Manchester, a youth-led partnership of local non-profit organisations and groups supporting children and young people in Manchester.

He has extensive experience in business leadership, community development and governance.

Corporate Responsibility

Employees

The Association recognises that the success of the business depends on the quality of its managers and employees. It is the policy of the Association that training, career development and promotion opportunities should be available to all employees.

The Board is aware of its responsibilities on all matters relating to health & safety. The Group has prepared detailed health & safety policies and provides employee training and education on health & safety matters.

Diversity and Inclusion

The Association recognises its responsibilities to provide equality of opportunity, eliminate discrimination and promote good relations in its activities as a landlord, managing agent, employer, contractor, partner and purchaser.

We are totally opposed to all forms of discrimination on the grounds of race, national origin, ethnic origin, nationality, religion or belief, gender, gender reassignment status, marital status, pregnancy or maternity, sexual orientation, disability or age.

The Association's policy in this area is available to download from the Jigsaw website: search for "equality and diversity".

Modern Slavery and Human Trafficking Statement

The Association is absolutely committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking.

The Association's policy in this area is available to download from the Jigsaw website: search for "modern slavery".

Streamlined Energy and Carbon Reporting (SECR)

Whilst being a requirement due to its size, the Association has taken advantage of the exemption under the Environmental Reporting Guidelines 2019 to not disclose its carbon emission data as these are fully disclosed in the financial statements of its parent company, Jigsaw Homes Group Limited.

Risk Management and Internal Controls

The Board has overall responsibility for the system of internal control and risk management across the Association and for reviewing its effectiveness. The Board also takes steps to ensure the Association adheres to the Regulator of Social Housing's *Governance and Financial Viability Standard and its associated Code of Practice*. The Group's Risk & Audit Committee supports the Board by monitoring the effectiveness of these arrangements and reporting its findings.

Risk Management

Figure 8 on the next page summarises the Association's risk register at 31 March 2026.

The Group maintains a risk management framework which focuses on key risks to the achievement of its corporate objectives. These risks

The area of each rectangle is proportional to the assessment of Inherent Risk, darker shading indicates higher Residual Risk.

Figure 8: Risk analysis.

are identified and assessed through a structured process aligned to business planning, performance management and the Group's risk appetite.

The Group distinguishes between strategic risks, which are set by the Board, and operational risks, which arise from day-to-day activities. Operational risks are recorded in the risk register and linked to one or more strategic risks. This approach provides a clear line of sight between risk, corporate objectives and decision-making.

The Board's assessment of the Group's strategic risks, together with its risk appetite and the key operational risks supporting these, is set out in the *Annual Risk Statement* in the Group's *Risk Management Policy*.

Key risks are subject to enhanced monitoring and reporting, including those where residual exposure remains material or where inherent risk is high and dependent on effective controls.

The Group's principal areas of risk exposure relate to:

- **Regulatory and legal compliance**, including landlord compliance and building safety
- The **macroeconomic and financial environment**, including inflationary pressures and funding
- **Counterparty risk**, including reliance on third parties for service delivery and development
- **Business continuity**, particularly cyber security and wider disruption risks
- **Planning and decision making**, including workforce capacity and governance
- **Quality of services** and delivery of customer outcomes

These areas reflect the Group's operating environment and the risks most likely to impact delivery of its corporate objectives, regulatory compliance and financial viability.

Internal Controls Assurance

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide

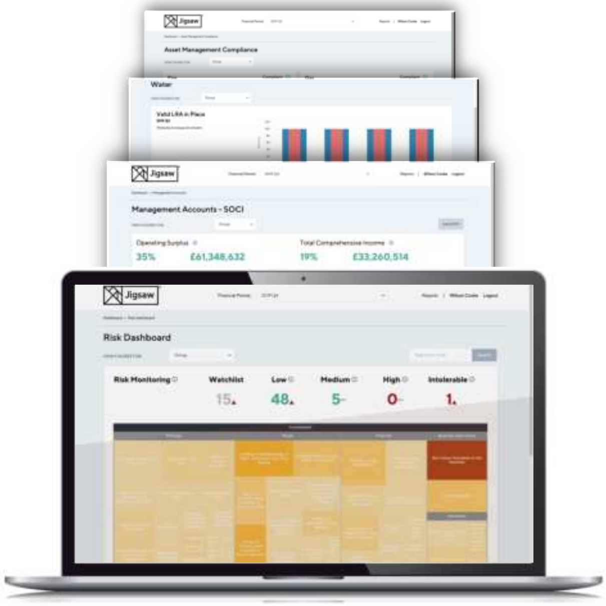


Figure 9: Examples from the Group's suite of performance dashboards.

reasonable assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by the Association is ongoing and has been in place throughout the period commencing 1 April 2025 up to the date of approval of this document.

Key elements of the control framework include:

- Formal policies and procedures, including documented key processes and the Group's *Scheme of Delegation*. These are reviewed by the Board and the executive management team on an agreed cycle.
- A performance management framework which provides the Board and management with regular reporting on financial performance and key performance indicators.
- A robust financial planning framework, including budgets and monthly management accounts. These are reported to the Board on a quarterly basis, with significant variances investigated and explained.
- A robust approach to treasury management, supported by third-party advisors, with ongoing monitoring of loan covenants and funding requirements.
- Formal appraisal and authorisation procedures for significant new initiatives and projects, aligned to the Group's risk management framework and Scheme of Delegation.
- Oversight by the Remuneration & Nominations Committee of board appraisal, recruitment and succession planning.
- Appropriately qualified and experienced employees responsible for key business functions.
- Periodic review of the internal audit function through external quality assessment to support ongoing development and compliance with the recently updated *Global Internal Audit Standards*.
- A co-sourced internal audit function, combining an in-house team with external expertise, led by a qualified Chief Audit Executive. The Risk & Audit Committee approves the annual risk-based audit plan and reviews internal audit reports, management responses and other sources of assurance. The audit plan is risk-based and aligned to the Group's key risk exposures.
- Oversight by the Risk & Audit Committee of the effectiveness of the Group's risk management and internal control arrangements, including co-ordinating assurance and reporting to the Board.
- A risk management framework through which key risks are identified, assessed and recorded, with controls and assurance mapped. The risk register is reviewed quarterly by the executive management team and Risk & Audit Committee. Risk owners provide regular updates on the operation of controls and the level of assurance available for key risks.
- Reporting by the executive management team to the Board on significant changes in the business and external environment which may impact the Group's risk profile.
- A Board-approved *Probity, Anti-Fraud and Whistleblowing Policy*, setting out the Group's approach to preventing, detecting and responding to fraud and misconduct.

- Maintenance of a fraud and theft register, with all incidents reported to the Risk & Audit Committee.

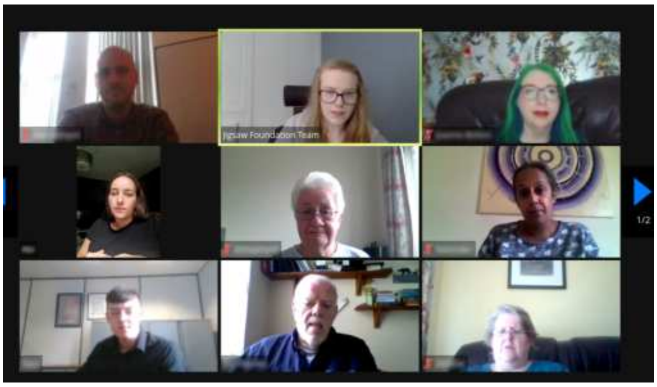


Figure 10: Our tenant scrutiny panels undertake deep-dive investigations into areas voted for by tenants.

The Association uses a range of financial instruments including loans, cash, rent arrears and trade creditors. These instruments arise either directly from the Association's operations or as part of its financing and treasury management activities. The principal purpose of these financial instruments is to support the delivery of the Association's objectives through the management of liquidity, working capital and long-term funding.

The existence of these financial instruments exposes the Association to a number of financial risks. The main risks arising from the Association's financial instruments are considered by Board to be interest rate risk, liquidity risk and credit risk. In accordance with its *Risk Management Policy* and *Treasury Management Strategy*, the Board reviews and agrees policies for managing each of these risks as summarised below.

Interest Rate Risk

The Association finances its operations through a mixture of retained surpluses and various debt borrowings. The Association's exposure to interest rate fluctuations on its borrowings is managed by the use of both fixed and variable rate facilities.

The Association currently borrows from a variety of lenders at both fixed and floating rates of interest. The Association's *Treasury Management Strategy* targets the level of fixed rates of interest to be between 70% and 100% of its loan portfolio. At the year-end 85% (2025: 88%) of borrowings were at fixed rates between 2.1% and 10.9% with an average borrowing rate of 5%.

Liquidity Risk

The Association seeks to manage financial risk by ensuring sufficient liquidity is available to meet its foreseeable needs and to invest cash assets safely and wisely.

The Association has a clear focus on cash collection and monitors cashflow forecasts closely and regularly, to ensure it has sufficient funds to meet its business objectives, pay liabilities when they fall due and ensure adequate liquidity with respect to emerging risks.

With respect to short-term liquidity, at the year-end the Association had access to £11m (2025: £12m) of both cash balances and short-term investments held as cash, together with access to c. £321.4m (2025: £335.0m) of undrawn committed Group bank facilities. In addition, the Group retains £100m of retained bonds with a long–stop date of May 2027.

Credit Risk

The Association operates a prudent policy in respect of funding counterparties and aims to minimise the risk of financial loss or liquidity exposure associated with any counterparty.

Short-term investments are widely diversified and are kept at a minimum by temporarily repaying revolving credit facilities in order to manage working capital requirements. During 2025/26, all cash investments were held with counterparties which met the requirements of Group's *Treasury Management Strategy*.

The Association seeks to minimise the credit risk relating to tenant rent arrears through its robust recovery procedures, providing support to existing tenants where necessary and by undertaking affordability assessments with applicants for new tenancies. The Group's money advice service provides the necessary support to tenants and the Group's arrears recovery team closely monitors tenant arrears as a whole.

Unregulated Subsidiaries

The Association has a number of unregulated subsidiaries which traded in the year (see page 34). They are managed and monitored under the same internal control framework as outlined above.

There is no detrimental financial risk to the Association should the unregulated subsidiaries cease operations at any point as their assets exceed their liabilities.

Compliance

This document has been prepared in accordance with applicable reporting standards and legislation. The Board confirms that the Association has complied with the regulator's *Governance and Financial Viability Standard*.

Code of Governance

During 2025/26 the Association's Code of Governance was *Code of Governance 2020* (National Housing Federation, 2020). The Board is pleased to report compliance with the Code with the following exception:

The Group has decided not to impose a six year limit on the term of office of board and committee members who were appointed prior to the adoption of the Code. This is to ensure that the group-wide board and committees remained appropriately skilled and an excessive churn of members was avoided.

Concurrently, the Group has adopted a board and committee member recruitment strategy to achieve the replacement of members minimising disruption whilst maintaining continued good governance. New appointments to the board and committees comply with the maximum service requirement of six years.

Regulatory Framework

The Association is subject to the Regulator of Social Housing's Regulatory Framework. The Board is pleased to report full compliance.

Statement of Responsibilities of the Board for the Report and Financial Statements

The board members are responsible for preparing the Report of the Board and the Financial Statements in accordance with applicable law and regulations.

Under the Co-operative and Community Benefit Societies Act 2014 and social housing legislation the Board is required to prepare financial statements for each financial year in accordance with *United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards)* and applicable law.

In preparing these financial statements, the board members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the *Statement of Recommended Practice for registered housing providers: Housing SORP 2018* have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the the Group and Association will continue in business.

The board members are responsible for keeping adequate accounting records that are sufficient to show and explain the transactions of the Association and disclose with reasonable accuracy at any time the financial position of the Association and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

They are also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is responsible for ensuring that the Report Of The Board is prepared in accordance with the *Statement of Recommended Practice for registered housing providers: Housing SORP 2018*.

Financial statements are published on the Association's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions.

The maintenance and integrity of the Association's website is the responsibility of the board members. The board members' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Going Concern

Based on the following assessment the Board is satisfied that the Association continues to be a going concern and has therefore produced financial statements on a going concern basis.

The Association's activities, current financial position and the principal factors likely to affect its future development are set out in the Strategic Report.

The Group Board approved the Association's 2025/26 budget prior to 31 March 2026 and approved the Association's thirty-year financial plan shortly afterwards.

The Board is content that these plans were affordable and that the financial statements should be prepared on a going concern basis.

The Group Board reviewed a range of scenarios and stress tests in order to fully understand the potential impact on the thirty-year financial plan and the Group's loan covenant position.

This considered how alternate projections for inflation, interest rates and house prices impact on the Group's loan covenant position. The alternate projections for inflation, interest rates and house prices arise from two different macroeconomic scenarios:

1. *2025 Bank of England (BOE) stress test* which envisages envisages a severe negative global aggregate supply shock, which leads to deep recessions across countries including the UK. In the scenario, heightened geopolitical tensions lead to increases in commodity prices. World trade fragments leading to a material disruption in supply chains. This leads to a sharp rise in inflation, and central banks increase interest rates in response and advanced economy government bond yields rise.
2. A *Black Swan Event* which — perhaps stretching the limits of plausibility — combines the worst independent ten year movements in recent memory of each macroeconomic variable[3] into a single unprecedentedly challenging scenario.

For the purposes of the stress test, the Group Board selected scenarios where combinations of key risks unexpectedly materialise to present medium and long term impacts to the business.

The Group Board also explored both the medium and long term impacts occurring at the same time to present the business with an unprecedentedly challenging *Perfect Storm* of severe materialised risks.

The Group Board continues to review the Group members financial plans with the executive team to make any necessary changes and continue to work with our customers and stakeholders to deliver our services.

The Association has access to long-term debt facilities and sufficient liquidity, which provide adequate resources to finance committed reinvestment and development programmes, along with the Association's day to day operations.

The Association's long-term financial plans show that it is able to service debt facilities whilst continuing to comply with lenders' covenants.

The Board is, to the best of its knowledge, satisfied that covenant compliance is maintained throughout the life of the plan on the basis that the thirty-year financial plan has been stress tested to withstand significant composite risks materialising, without breaching lender covenants, thus confirming the future viability of the Association.

[3]Specifically the house price movements experienced during 2008–2018, interest rate movements in 1971–1980, increases in inflation experienced between 1960–1969, and the rent reductions imposed during 2016–2020.

Auditor

All of the current board members have taken all reasonable steps to ensure that they are aware of any information needed by the Association's auditor for the purposes of its audit and to establish that the auditor is aware of that information.

The board members are not aware of any relevant audit information of which the auditor is not aware.

Menzies LLP has expressed their willingness to continue in office as the Association's auditors.

Approved by the Board on 17th September 2026 and signed on its behalf on 17th September 2026 by:

Roli Barker

Association Chair

More Department Celebrations

Our department celebrations continued, where teams got together to reward and recognise colleagues who have gone above and beyond.

4. Financial Statements

Independent Auditor's Report to the Members of Jigsaw Homes North

Opinion on the Financial Statements

We have audited the financial statements of Jigsaw Homes North ("the Society") for the year ended 31 March 2026 which comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity (reserves), and the notes to the financial statements, including a summary of significant accounting policies in Note 2. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Society's affairs as at 31 March 2026 and of the Society's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Society's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the board with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Strategic Report, other than the financial statements and our auditor's report thereon. The board is responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on Which We Are Required to Report by Exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the Society has not kept adequate accounting records; or
- the Society's financial statements are not in agreement with books of account; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Statement of Board Responsibilities set out on page 23, the board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the board is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board either intends to liquidate the Society or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to Which the Audit Was Capable of Detecting Irregularities, Including Fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws and regulations that affect the Society, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws and regulations that we identified included the Co-operative and Community Benefit Societies Act, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the board and reviewed correspondence and board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the board have in place to prevent and

detect fraud. We enquired of the board about any incidences of fraud that had taken place during the accounting period.

- The risk of fraud and non-compliance with laws and regulations and fraud was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing recognising the nature of the Society's activities and the regulated nature of the Society's activities.
- We reviewed financial statements disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Use of Our Report

This report is made solely to the Society's members as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014 and Section 128 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Society's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's members as a body for our audit work, for this report, or for the opinions we have formed.

Signed by:

Menzies LLP

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Menzies LLP, Statutory Auditor

For and on behalf of
Menzies LLP
One Express
1 George Leigh Street
Manchester
M4 5DL

23-Sep-2026

Statement of Comprehensive Income

Year ended 31 March 2026	**Notes**	**2026 £'000**	**2025 £'000**
Turnover	3	121,670	118,622
Cost of sales	3	(2,061)	(4,298)
Operating expenditure	3	(88,716)	(82,046)
Profit on disposal of fixed assets	5	3,145	1,459
Operating surplus	**8**	**34,038**	**33,737**
Interest receivable	6	468	1,072
Interest and financing costs	7	(24,537)	(23,177)
Gift Aid		684	–
Movement in year fair value of Investment Properties	12	(11)	(19)
Surplus for the year		**10,642**	**11,613**
Actuarial gain in respect of pension schemes	29	(536)	2,143
Effect of the asset ceiling	29	782	(1,932)
Total comprehensive income for the year		**10,888**	**11,824**

The results for the year relate wholly to continuing activities and the notes on pages 34 to 62 form an integral part of these Financial Statements.

The Financial Statements and notes on pages 34 to 62 were approved and authorised for issue by the Board on 17th September 2026 and signed on its behalf on 17th September 2026 by:

R. Barker
Chair

M. Murphy
Company Secretary

B. Moran
Group Chief Executive

Statement of Financial Position

At 31 March 2026	**Notes**	**2026** **£'000**	**2025** **£'000**
Fixed assets			
Tangible fixed assets	11	1,196,504	1,135,300
Investment properties	12	244	255
		1,196,748	**1,135,555**
Current assets			
Stock	13	4,110	2,645
Trade and other debtors	14	10,998	19,499
Investments	15	3,311	3,168
Cash and cash equivalents	16	8,119	8,828
		26,538	**34,140**
Less: Creditors: amounts falling due within one year	17	(40,837)	(34,880)
Net current assets		**(14,299)**	**(740)**
Total assets less current liabilities		**1,182,449**	**1,134,815**
Creditors: amounts falling due after more than one year	18	(908,573)	(870,607)
Provisions for liabilities			
Pension provision	29	(2,111)	(3,331)
Total net assets		**271,765**	**260,877**
Reserves			
Revenue reserve		271,765	260,877
Total reserves		**271,765**	**260,877**

The Financial Statements and the notes on pages 34 to 62 which form an integral part of these Financial Statements, were approved and authorised for issue by the Board on 17th September 2026 and signed on its behalf on 17th September 2026 by:

R. Barker

Chair

M. Murphy

Company Secretary

B. Moran

Group Chief Executive

Statement of Changes in Equity

	Revenue reserve £'000	Total £'000
Balance at 31 March 2024	**249,053**	**249,053**
Surplus from Statement of Comprehensive Income	11,613	11,613
Actuarial gain in respect of pension schemes (Note 29)	2,143	2,143
Pension surplus deemed not recoverable (Note 29)	(1,932)	(1,932)
Balance at 31 March 2025	**260,877**	**260,877**
Surplus from Statement of Comprehensive Income	10,642	10,642
Actuarial gain in respect of pension schemes (Note 29)	(536)	(536)
Pension surplus deemed not recoverable (Note 29)	782	782
Balance at 31 March 2026	**271,765**	**271,765**

Notes to the Financial Statements

1. Legal Status

Jigsaw Homes North is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing as a Private Registered Provider of Social Housing.

The registered office is Cavendish 249, Cavendish Street, Ashton-under-Lyne, Tameside, OL6 7AT.

Jigsaw Homes North is a member of the Jigsaw Homes Group Structure (the Group), of which Jigsaw Homes Group Limited is the parent company. At the year-end, the Group comprised the parent company and the following principal entities:

Name	Incorporation	RSH registration	Parent
Cavendish Property Developments Limited	Companies Act 2006	Non-registered	JHG
Jigsaw Funding PLC	Companies Act 2006	Non-registered	JHG
Jigsaw Homes Midlands	Co-operative and Community Benefit Societies Act 2014	Registered	JHG
Jigsaw Homes North	Co-operative and Community Benefit Societies Act 2014	Registered	JHG
Jigsaw Homes Tameside	Co-operative and Community Benefit Societies Act 2014	Registered	JHG
Jigsaw Support	Co-operative and Community Benefit Societies Act 2014	Non-registered	JHG
Jigsaw Treasury Limited	Companies Act 2006	Non-registered	JHG
Palatine Contracts Limited	Companies Act 2006	Non-registered	JHN
Snugg Properties Limited	Companies Act 2006	Non-registered	JHN

Table 6: Principal group members.

The board of Jigsaw Homes North is the corporate trustee of the James Tomkinson Memorial Cottages Trust.

On 1 April 2025, Jigsaw Homes Tameside was registered under the Co-operative and Community Benefit Societies Act 2014 as a Community Benefit Society.

2. Principal Accounting Policies

Basis of Accounting

The financial statements have been prepared in accordance with applicable law, the United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018 (SORP). The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Association's accounting policies.

The financial statements are prepared on the historical cost basis of accounting as modified by the revaluation of investments and are presented in pounds sterling.

The Association has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by the FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);
- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 11 Basic Financial Instruments; and

- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

This information is included in the consolidated financial statements of Jigsaw Homes Group Limited as at 31 March 2026 and these financial statements may be obtained from their registered office.

Merger Accounting

We undertook a number of business combinations in the year as set out in Note 1 to these financial statements.

The Board are satisfied that the criteria for merger accounting was met on the following basis:

- Neither party to the combination was portrayed as either acquirer or acquiree, either by its own board or management or by that of another party to the combination.
- Parties to the combination, as represented by the members of the board, participated in establishing the management structure of the combined entity and in selecting the management personnel. These decisions were made on the basis of a consensus between the parties to the combination.

Merger accounting involves combining all of the results and cash flows of the amalgamating parties from the beginning of the financial period in which the merger occurs. The comparative amounts are restated by including the results for all the combining entities for the previous accounting period and by combining their statement of financial positions as at the previous reporting date. This methodology has been applied in these financial statements.

Going Concern

Based on the following assessment the Board is comfortable that the Association continues to be a going concern and have therefore produced financial statements on a going concern basis.

The Association's activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report.

The Board and the Group Board approved the Association's 2025/26 budget prior to 31 March 2026 and approved the Association's thirty-year financial plan shortly afterwards. The Board is content that these plans were affordable and that the financial statements should be prepared on a going concern basis.

The Group Board reviewed a range of scenarios and stress tests in order to fully understand the potential impact on the thirty-year financial plan and the Group's loan covenant position.

This considered how alternate projections for inflation, interest rates and house prices impact on the Group's loan covenant position. The alternate projections for inflation, interest rates and house prices arise from two different macroeconomic scenarios:

1. *2025 Bank of England (BOE) stress test* which envisages envisages a severe negative global aggregate supply shock, which leads to deep recessions across countries including the UK. In the scenario, heightened geopolitical tensions lead to increases in commodity prices. World trade fragments leading to a material disruption in supply chains. This leads to a sharp rise in inflation, and central banks increase interest rates in response and advanced economy government bond yields rise.

2. A *Black Swan Event* which — perhaps stretching the limits of plausibility — combines the worst independent ten year movements in recent memory of each macroeconomic variable[4] into a single unprecedentedly challenging scenario.

For the purposes of the stress test, the Group Board selected scenarios where combinations of key risks unexpectedly materialise to present medium and long term impacts to the business.

The Group Board also explored both the medium and long term impacts occurring at the same time to present the business with an unprecedentedly challenging *Perfect Storm* of severe materialised risks.

The Group Board continues to review the Group members financial plans with the executive team to make any necessary changes and continue to work with our customers and stakeholders to deliver our services.

The Association has access to long-term debt facilities and sufficient liquidity, which provide adequate resources to finance committed reinvestment and development programmes, along with the Association's day to day operations.

The Association's long-term financial plans show that it is able to service debt facilities whilst continuing to comply with lenders' covenants.

The Board is, to the best of its knowledge, satisfied that covenant compliance is maintained throughout the life of the plan on the basis that the thirty-year financial plan has been stress tested to withstand significant composite risks materialising, without breaching lender covenants, thus confirming the future viability of the Association.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the year-end date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements:

Merger accounting

The board exercised judgement in determining that the criteria for merger accounting had been met. Had the board concluded that those criteria had not been met, the purchase method of accounting would have applied, resulting in the need to identify an acquirer in the combination and for the assets and liabilities of the acquiree to have been recognised at fair value with any gain or loss being recognised through the statement of comprehensive income.

In making this key judgement, the board considered the accounting treatment which more closely reflected the nature of the combination.

Development expenditure

Initial capitalisation of costs is based on management's judgement when a development scheme is confirmed, usually when board approval has taken place including access to the appropriate funding. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.

Categorisation of housing properties

[4] Specifically the house price movements experienced during 2008–2018, interest rate movements in 1971–1980, increases in inflation experienced between 1960–1969, and the rent reductions imposed during 2016–2020.

Property assets are classified as investment property or property, plant and equipment depending on the intended use of the property.

The Association has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Association has considered if the asset is held for social benefit or to earn commercial rentals.

Impairment

The Association has to make an assessment as to whether an indicator of impairment exists. In making the judgement, management consider the detailed criteria set out in the SORP to identify factors which are considered to be a trigger for impairment including but not limited to:

- Changes in legislation.
- Long term voids/demand for properties.
- Material reduction in market value.
- Development issues.

If at the time of approving the annual financial statements, management are aware of any contractors being in liquidation, and therefore risk exists to the validity of an ongoing development, the Association will only perform an impairment assessment, if, once the future costs are known with certainty the development does not meet the approved appraisal criteria when reappraised.

The Association is then required to determine the level at which the recoverable amount is to be assessed. The Association has identified a cash generating unit for impairment assessment purposes at a property scheme level.

Other key sources of estimation and assumptions:

Tangible fixed assets

Other than investment properties, tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

Pension and other post-employment benefits

The cost of defined benefit pension plans and other post-employment benefits and the present value of the net pension position reported in the Financial Statements depend on a number of factors and assumptions, including life expectancy, future salary increases and the discount rate on corporate bonds. Management review these factors and assumptions in the annual actuarial valuations alongside appropriate sensitivity analysis produced by the respective scheme actuary, when determining the net pension position to be reported in the Financial Statements. Variations in these assumptions could significantly impact the net pension position reported in the Financial Statements.

In assessing whether a defined benefit pension scheme surplus is recoverable, the Association considers its current right to obtain a refund or a reduction in future contributions. The Association has therefore assessed the probability of recovery and the reliable measurement of any asset and has concluded that a nil position is appropriate where the calculation of the scheme position has indicated a net asset position.

Impairment of non-financial assets

Reviews for impairment of housing properties are carried out when a trigger has occurred and any impairment loss in a cash generating unit is recognised by a charge to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified.

Turnover and Revenue Recognition

Turnover represents rental income receivable, amortised capital grant from Homes England, revenue grants from local authorities, income from the sale of shared ownership and other properties developed for outright sale and other income arising from the Group's ordinary activities recognised in relation to the period when the goods or services have been supplied.

Revenue is recognised when (or as) the Association satisfies a performance obligation by transferring control of a good or service.

Rental income is recognised on a straight-line basis over the tenancy period from when the property is available for let and is reported net of void loss.

Income from property sales is recognised on legal completion.

Revenue is recognised on completion if the sale of goods or services is short-term in nature. Where this is not the case, revenue is recognised in proportion to the stage of completion at the reporting date. Revenue recognition commences only when the outcome of the goods and services rendered can be reliably measured, by reference to individual terms and conditions within each service contract, and it is probable that the economic benefits associated with the contract will flow to the Association, otherwise it is recognised to the extent costs are incurred.

Supporting People contract income received from Administering Authorities is accounted for as 'Charges for support services'.

Service charge income and costs are recognised on an accruals basis as the related services are provided. The Association operates both fixed and variable service charges on a scheme by scheme basis in full consultation with residents. Where variable service charges are used the charges will include an allowance for the surplus or deficit from prior years, with the surplus being returned to residents by a reduced charge and a deficit being recovered by a higher charge. Until these are returned or recovered they are held as creditors or debtors in the Statement of Financial Position.

Where periodic expenditure is required, a provision may be built up over the years in consultation with residents. Until costs are eventually incurred this liability is held in the Statement of Financial Position within long term creditors.

Loan Interest Costs

Loan interest costs are calculated using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the loan and is determined on the basis of the carrying amount of the financial liability at initial recognition.

Loan Finance Issue Costs

Loan finance issue costs are amortised over the life of the related loan. Loans are stated in the Statement of Financial Position at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised. Where loans are redeemed during the year, any redemption penalty and any connected loan finance issue costs are recognised in the Statement of Comprehensive Income in the year in which the redemption took place.

Taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in the financial statements, except that a change attributable to an item of income or expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated, and deferred tax determined on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the year-end date, except:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.
- Where timing differences relate to interests in subsidiaries, associates and joint ventures and the Association can control their reversal and such reversal is not considered probable in the foreseeable future.

Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Value Added Tax

The Association charges VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. All amounts disclosed in the financial statements are inclusive of VAT to the extent that it is suffered by the Association and not recoverable.

Tangible Fixed Assets and Depreciation

Housing properties

Housing properties are stated at cost, less accumulated depreciation. Donated land/assets or assets acquired at below market value from a government source, e.g. a local authority, are accounted for as a non-monetary government grant and are included as an asset and equal liability in the Statement of Financial Position at the fair value less consideration paid.

Housing properties under construction are stated at cost and are not depreciated. These are reclassified as housing properties on practical completion of construction.

Cost includes the cost of acquiring land and buildings, directly attributable development costs and borrowing costs directly attributable to the construction of new housing properties during their development.

The costs of shared ownership properties are split between current and fixed assets on the basis of the first tranche portion. The first tranche portion is accounted for as a current asset and the sale proceeds shown in turnover. The remaining element of the shared ownership property is accounted for as a fixed asset and subsequent sales treated as sales of fixed assets.

Freehold land is not depreciated.

Works to housing properties that are expected to provide incremental future benefits are capitalised as improvements, component replacement works are capitalised where these are identified as separate depreciating assets. Any other works are charged as expenditure in the surplus or deficit in the Statement of Comprehensive Income.

Where a housing property comprises two or more major components with substantially different useful economic lives (UELs), each component is accounted for separately and depreciated over its individual UELs. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

The Association depreciates freehold housing properties by component on a straight-line basis over the estimated UELs of the component categories.

UELs for identified components are as follows:

Component	Years
Boilers	15
Kitchens	20
Lifts	25–30
Bathrooms	30
Doors	30
Heating and electrical	30
Windows	30
Roofs	60–80
Structure	100

Table 7: Useful Economic Lives.

Other fixed assets

Other tangible fixed assets are stated at historical cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Depreciation is charged on a straight-line basis over the expected economic useful lives of the assets at the following rates:

Asset type	Rate
Land & buildings	3.33% on cost or length of lease
Furniture, fixtures & fittings	10% per annum on cost
Office & computer equipment	25% per annum on cost
Motor vehicles	25% per annum on cost

Table 8: Fixed Asset Depreciation Rates.

Capitalisation of Interest and Administration Costs

Interest on loans financing development is capitalised up to the date of the completion of the scheme and only when development activity is in progress.

Administration costs relating to development activities are capitalised only to the extent that they are incremental to the development process and directly attributable to bringing the property into their intended use.

Property Managed by Agents

Where the Association carries the majority of the financial risk on property managed by agents, income arising from the property is included in the Statement of Comprehensive Income.

Where the agency carries the majority of the financial risk, income includes only that which relates solely to the Association.

In both cases, the assets and associated liabilities are included in the Statement of Financial Position.

Leasing

The Association assesses whether a contract contains a lease at inception.

Where material, right-of-use assets and lease liabilities are recognised, except for short-term or low-value leases. Rental payments under short-term or low-value leases are charged to the Statement of Comprehensive Income on a straight line basis over the term of the lease.

Reverse premiums and similar incentives received on leases to enter into operating lease agreements are released to Statement of Comprehensive Income over the term of the lease.

Assets held under finance leases are included in the Statement of Financial Position and depreciated in accordance with the Association's accounting policies. The present value of future rentals is shown as a liability. The interest element of rental obligations is charged to the income statement for the period of the lease in proportion to the balance of capital repayments outstanding.

Investment Property

Investment property includes commercial and other properties not held for the social benefit of the Association.

Investment property is measured at cost on initial recognition, which includes purchase cost and any directly attributable expenditure, and subsequently at fair value at the reporting date. Fair value is determined annually by external valuers and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in the Statement of Comprehensive Income.

Current Asset Investments

Current asset investments include cash and cash equivalents invested for periods of more than 24 hours. They are recognised initially at cost and subsequently at fair value at the reporting date. Any change in valuation between reporting dates is recognised in the Statement of Comprehensive Income.

Stock and Properties Held for Sale

Stock of materials are stated at the lower of cost and net realisable value being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

Properties developed for outright sale are included in current assets as they are intended to be sold, at the lower of cost or estimated selling price less costs to complete and sell.

Properties developed for shared ownership are reviewed at first tranche sale to ensure that the market value has not declined compared to the original appraisal assumption.

At each reporting date, stock and properties held for sale are assessed for impairment. If there is evidence of impairment, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the Statement of Comprehensive Income.

Debtors and Creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price.

Sinking Fund

Unexpended amounts collected from leaseholders for major repairs on leasehold schemes and any interest received are included in creditors.

Financial Instruments

Financial instruments held are classified as follows:

- Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at cost less impairment.
- Financial liabilities such as loans are held at amortised cost using the effective interest method.
- Commitments to receive or make a loan to another entity are held at cost less impairment.

Impairment of Financial Assets

Financial assets are assessed at each reporting date to determine whether there is any objective evidence that a financial asset or group of financial assets is impaired.

If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income immediately.

Financial instruments are assessed for impairment either individually or grouped on the basis of similar credit risk characteristics.

An impairment loss is measured as follows on the following instruments measured at cost or amortised cost:

- For an instrument measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.
- For an instrument measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that the entity would receive for the asset if it were to be sold at the reporting date.

If, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed either directly or by adjusting an allowance account.

The reversal cannot result in a carrying amount (net of any allowance account) which exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of the reversal is recognised in the Statement of Comprehensive Income immediately.

Social Housing Grant (SHG) and Other Government Grants

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in turnover over the estimated useful life of the associated asset structure (not land), under the accruals model. SHG received for items of cost written off in the Statement of Comprehensive Income is included as part of turnover.

When SHG in respect of housing properties in the course of construction exceeds the total cost to date of those housing properties, the excess is shown as a current liability.

Grants due from government organisations or received in advance are included as current assets or liabilities.

Non-Government Grants

Grants received from non-government sources are recognised under the performance model. If there are no specific performance requirements the grants are recognised when received or receivable. Where grant is received with specific performance requirements it is recognised as a liability until the conditions are met and then it is recognised as turnover.

Recycling of Capital Grant

SHG must be recycled by the Association under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects approved by Homes England. However, SHG may have to be repaid if certain conditions are not met. If grant is not required to be recycled or repaid, any unamortised grant is recognised as turnover. In certain circumstances, SHG may be repayable, and, in that event, is a subordinated unsecured repayable debt.

Where SHG is recycled, the SHG is credited to a fund which appears as a creditor in the Statement of Financial Position, until used to fund the acquisition of new properties. Where recycled grant is known to be repayable it is shown as a creditor within one year in the Statement of Financial Position.

lf there is no requirement to recycle or repay the grant on disposal of an asset any unamortised grant remaining within creditors is released and recognised as income within the Statement of Comprehensive Income.

Retirement Benefits

Defined benefit pension schemes

Under defined benefit accounting, for all such schemes the Association participates in, the scheme assets are measured at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit credit method and are discounted at appropriate high quality corporate bond rates.

The net surplus or deficit is presented separately from other net assets on the Statement of Financial Position. The Association's Statement of Financial Position includes the net surplus or deficit, being the difference between the fair value of scheme assets and the discounted value of scheme liabilities at the balance sheet date.

Surpluses are only recognised to the extent that they are considered recoverable through reduced contributions in the future or through refunds from the schemes. The current service cost and costs from settlements and curtailments are charged to operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Re-measurements are reported in other comprehensive income.

Defined contribution pension schemes

In relation to defined contribution schemes in which the Association participates in, contributions payable are charged to the Statement of Comprehensive Income in the period to which they relate.

Reserves

General reserves reflects accumulated surpluses for the Association which can be applied at its discretion for any purpose.

3. Turnover

3a) Turnover, cost of sales, operating expenditure and operating surplus.

	2026				
	Turnover £'000	**Cost of sales £'000**	**Operating expenditure £'000**	**Disposal of property, plant & equipment £'000**	**Operating surplus £'000**
Social housing lettings (Note 3c)	107,225	–	(79,586)	–	27,639
Other social housing activities:					
Housing management contracts	10,961	–	(8,591)	–	2,370
First tranche low cost home ownership sales	2,634	(2,061)	–	–	573
Other activities	850	–	(539)	–	311
Non-social housing activities:					
Disposal of fixed assets (Note 5)	–	–	–	3,145	3,145
Total	**121,670**	**(2,061)**	**(88,716)**	**3,145**	**34,038**

3b) Turnover, cost of sales, operating expenditure and operating surplus.

	2025				
	Turnover £'000	**Cost of sales £'000**	**Operating expenditure £'000**	**Disposal of property, plant & equipment £'000**	**Operating surplus £'000**
Restated					
Social housing lettings (Note 3c)	101,766	–	(72,669)	–	29,097
Other social housing activities:					
Housing management contracts	11,296	–	(8,670)	–	2,626
First tranche low cost home ownership sales	4,729	(4,298)	–	–	431
Other activities	831	–	(707)	–	124
Non-social housing activities:					
Disposal of fixed assets (Note 5)	–	–	–	1,459	1,459
Total	**118,622**	**(4,298)**	**(82,046)**	**1,459**	**33,737**

3c) Turnover, operating expenditure and operating surplus from social housing lettings.

	General housing £'000	Supported housing and housing for older people £'000	Low cost home ownership £'000	Total 2026 £'000	Total 2025 £'000 Restated
Income					
Rent receivable net of identifiable service charges and net of voids	80,119	10,705	5,100	95,924	90,244
Service charge income	1,797	4,963	894	7,654	8,121
Charges for support services	–	–	–	–	–
Amortised government grants	2,844	511	292	3,647	3,401
Turnover from social housing lettings	**84,760**	**16,179**	**6,286**	**107,225**	**101,766**
Operating expenditure					
Management	11,308	2,746	986	15,040	13,973
Service charge costs	2,677	5,131	896	8,704	9,245
Routine maintenance	17,322	2,594	0	19,916	19,411
Planned maintenance	8,999	3,223	–	12,222	9,961
Major repairs expenditure	3,490	526	25	4,041	4,159
Bad debts	345	55	–	400	582
Property lease charges	102	–	–	102	128
Depreciation of housing properties	13,379	1,416	944	15,739	14,730
Other costs	3,422	–	–	3,422	480
Operating expenditure on social housing lettings	**61,044**	**15,691**	**2,851**	**79,586**	**72,669**
Operating surplus on social housing lettings	**23,716**	**488**	**3,435**	**27,639**	**29,097**
Void losses	1,045	615	54	1,714	1,484

4. Accommodation Owned, Managed and in Development

	2026 Owned	No. of units Managed	2025 Owned	No. of units Managed
Social Housing				
General needs housing				
Social rent	6,987	1,216	6,867	1,244
Affordable rent	5,914	–	5,717	–
Intermediate rent	435	–	362	–
Sheltered housing for older people	1,654	71	1,657	71
Supported housing	486	–	445	–
Low-cost home ownership	1,349	–	1,321	6
Leasehold where the Association owns the freehold	458	70	455	61
Total units social housing	**17,283**	**1,357**	**16,824**	**1,382**

The Association owns 492 (2025: 557) properties which are managed by others.

In Development	2026 No. of units	2025 No. of units
Social Housing		
General needs housing		
Social rent	187	183
Affordable rent	145	440
Supported housing	–	34
Low-cost home ownership	68	94
Total units social housing	**400**	**751**

	General Needs Social Rent	General Needs Affordable Rent	Intermediate Rent	Supported Housing	Low Cost Home Ownership	Sheltered Housing for Older People	Leasehold group owns freehold	Total
Opening units	**6,867**	**5,717**	**362**	**445**	**1,321**	**1,657**	**455**	**16,824**
Adjustment to opening units	–	1	2	8	(2)	–	–	9
New units developed	145	210	71	34	47	–	–	507
Units sold	(29)	(10)	–	(3)	(17)	–	–	(59)
Lease expired	(2)	–	–	–	–	–	–	(2)
Other adjustments	6	(4)	–	2	–	(3)	3	4
Net change in units	**120**	**197**	**73**	**41**	**28**	**(3)**	**3**	**459**
Closing units	**6,987**	**5,914**	**435**	**486**	**1,349**	**1,654**	**458**	**17,283**

5. Profit on Disposal of Fixed Assets

	2026 £'000	2025 £'000
Proceeds of sales	5,992	4,063
Carrying value	(2,759)	(2,524)
Incidental costs	(88)	(80)
Total profit	**3,145**	**1,459**

6. Interest Receivable

	2026 £'000	2025 £'000
Bank interest receivable	468	1,072
Total	**468**	**1,072**

7. Interest and Financing Costs

	2026 £'000	2025 £'000
Loans and bank overdrafts	28,268	27,885
Amortisation of loan fees	(140)	(45)
Notional interest on RCGF (Note 21)	61	41
Interest on pension deficit (Note 29)	163	200
Interest capitalised on housing properties under construction	(3,815)	(4,904)
Total	**24,537**	**23,177**

The Group's weighted average interest on borrowings of 5% (2025: 5%) was used for calculating capitalised finance costs.

8. Operating Surplus

	2026 £'000	2025 £'000
The operating surplus is stated after charging:		
Audit fee	25	23
Fees payable to the company's auditor & its associates for other services to the Group	9	9
Operating lease rentals:		
Land and buildings	102	128
Depreciation:		
Depreciation of housing properties	15,739	14,730
Depreciation of other fixed assets	1,363	1,102

During the period, the Association's auditors Menzies LLP provided audit services only. Taxation services are provided by another organisation.

9. Directors' Remuneration

The group chief executive, executive directors and non-executive directors are remunerated by Jigsaw Homes Group Limited. Their costs are recharged to all Group subsidiaries on an on-going basis (2025: £nil).

10. Employee Information

	2026	2025
The average number of persons employed during the year expressed in full time equivalents (35 hours per week) was:		
Management and administration	11	9
Housing, support and care	79	90
Other	2	1
Total	**92**	**100**

	2026	2025
	£'000	**£'000**
Staff costs		
Wages and salaries	3,314	3,694
Social security costs	406	332
Other pension costs	279	447
Total	**3,999**	**4,473**

		Restated
Aggregate number of full time equivalent staff whose remuneration (including pension	**2,026**	**2025**
contributions) exceeded £60,000 in the period:		
£60,001 – £70,000	6	2
£70,001 – £80,000	1	2
£90,001 – £100,000	1	1

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11. Tangible Fixed Assets

Housing properties	Social housing properties for letting completed £'000	Social housing properties for letting under construction £'000	Shared ownership properties completed £'000	Shared ownership properties under construction £'000	Total housing properties £'000
Cost					
At start of the year	1,102,578	55,082	105,843	2,940	1,266,443
Additions	–	56,812	–	8,330	65,142
Capitalised administration costs	–	1,426	–	376	1,802
Interest capitalised	–	3,443	–	372	3,815
Transfers to/from stock	–	–	–	–	–
Component replacements	11,061	–	–	–	11,061
Components replaced cost	(2,068)	–	–	–	(2,068)
Schemes completed	87,859	(87,859)	7,424	(7,424)	–
Disposals cost	(1,933)	–	(3,196)	–	(5,129)
At end of the year cost	**1,197,497**	**28,904**	**110,071**	**4,594**	**1,341,066**
Depreciation and impairment					
At start of the year	131,459	–	7,326	–	138,785
Charge for the year	14,350	–	926	–	15,276
Components replaced	(1,605)	–	–	–	(1,605)
Disposals	(426)	–	(90)	–	(516)
At end of the year	**143,778**	**–**	**8,162**	**–**	**151,940**
Net book value:					
At 31 March 2026	**1,053,719**	**28,904**	**101,909**	**4,594**	**1,189,126**
At 31 March 2025	971,119	55,082	98,517	2,940	1,127,658

The Association applies component accounting, recognising separately those components with materially different useful economic lives. Useful economic lives are reviewed annually and revised where necessary to reflect asset performance and investment programmes.
All properties are held on either a freehold or long leasehold basis. There are 2,065 properties held on a long leasehold basis with an associated cost of £118m. 75% of the remaining lease periods are greater than 70 years.

The Group's weighted average interest on borrowings of 5% (2025: 5%) was used for calculating capitalised finance costs.

The Association considers its housing schemes to represent separate cash generating units (CGUs) when assessing for impairment in accordance with the requirements of FRS 102 and the Housing SORP. During the current year, the Association has carried out a review of impairment. This review involved an assessment of existing social housing properties to determine if there has been any indicator of impairment in the current financial year. This review is done at a scheme level, which is deemed to be an appropriate level of a cash generating unit of housing property assets.

Where any potential indicator as defined in FRS 102.27 *Impairment of Assets* is identified, a review of the affected scheme is undertaken to determine if an impairment is required.

Examples of key indicators for impairment include:

- Change in government policy, regulation or legislation which has a material detrimental impact.
- A change in demand for a property that is considered irreversible.
- Material reduction in the market value of properties intended to be sold.
- Obsolescence of a property or part of a property.

An assessment was carried out to identify impairment indicators linked to the fixed assets at year end. There were no indicators identified that required a full impairment review to be carried out using the depreciated replacement cost methodology. Therefore no impairment has been included in the Financial Statements.

Details of Social Housing Grant received during the year are provided in Note 20 on page 53.

	2026 £'000	2025 £'000
Works to existing properties in the year:		
Amounts capitalised	11,061	12,137
Amounts charged to expenditure	36,178	33,531
Total	**47,239**	**45,668**

Tangible fixed assets				
Other fixed assets	**Land and buildings £'000**	**Motor vehicles, plant & machinery £'000**	**Furniture and equipment £'000**	**Total other fixed assets £'000**
Cost				
At start of the year	7,705	554	11,211	19,470
Additions	–	158	941	1,099
Disposals	–	(27)	(1,163)	(1,190)
At end of the year	**7,705**	**685**	**10,989**	**19,379**
Depreciation and impairment				
At start of the year	3,992	340	7,496	11,828
Charge for the year	257	75	1,031	1,363
Disposals	–	(27)	(1,163)	(1,190)
At end of the year	**4,249**	**388**	**7,364**	**12,001**
Net book value:				
At 31 March 2026	**3,456**	**297**	**3,625**	**7,378**
At 31 March 2025	3,713	214	3,715	7,642

12. Investment Properties

	2026 £'000	**2025 £'000**
At start of year	255	274
Loss from adjustment in value	(11)	(19)
At end of year	**244**	**255**

Fair value of the investment properties is based on a valuation on 31 March 2026 by independent valuer Bruton Knowles. The valuer holds a Royal Institution of Chartered Surveyors qualification and has recent experience in the location and class of investment property being valued. The valuation was made on an existing use value basis in accordance with the RICS Valuation - Professional Standards January 2014 Global & UK Edition (as amended April 2015). A formal valuation is carried out every three years.

13. Stock

	2026 £'000	**2025 £'000**
First tranche shared ownership properties		
Completed	1,617	919
Work in progress	2,493	1,726
Total	**4,110**	**2,645**

14. Trade and Other Debtors

	2026 £'000	2025 £'000
Rent arrears	3,991	4,245
Less: provision for bad debts rents	(2,163)	(2,466)
Sub-total	**1,828**	**1,779**
Trade debtors	1,964	1,982
Less: provision for bad debts trade	(933)	(1,066)
Sub-total	**1,031**	**916**
Prepayments and accrued income	5,797	4,698
Amounts owed by group undertakings	925	53
Intercompany loans	–	6,342
Social housing grant receivable	814	5,084
Other debtors	603	627
Total due within one year	**10,998**	**19,499**
Total	**10,998**	**19,499**

A number of tenants in arrears are in formal repayment agreements with the Association. An assessment of the net present value of those repayment agreements was carried out. The potential adjustment identified was insignificant and was less than the provision for bad debts against those tenancies. On this basis, no adjustment has been made in the financial statements in relation to the net present value of the repayment agreements.

15. Investments

	2026 £'000	2025 £'000
Cash security	1,054	872
Liquidity reserve	2,257	2,296
Total	**3,311**	**3,168**

The monies held in liquidity reserves by counterparties as collateral for loans are held separately to cash at bank.

16. Cash and Cash Equivalents

	2026 £'000	2025 £'000
Cash at bank	8,119	8,828
Total	**8,119**	**8,828**

17. Creditors: Amounts Falling Due Within One Year

	2026 £'000	2025 £'000
Loans and overdrafts (Note 19)	778	532
Trade creditors	1,531	1,769
Amounts owed to group undertakings	6,183	8,763
Intercompany loans (Note 19)	9,478	4,142
Funds held on behalf of homeowners	2,347	2,070
Rents and service charges paid in advance	2,874	3,059
Other taxation and social security payable	282	235
Accruals and deferred income	10,015	6,720
Deferred capital grant (Note 20)	3,448	3,344
Recycled capital grant fund (Note 21)	–	–
Other creditors	3,901	4,246
Total	**40,837**	**34,880**

18. Creditors: Amounts Falling Due After More Than One Year

	2026 £'000	2025 £'000
Social housing loans (Note 19)	68,783	69,509
Deferred capital grant (Note 20)	341,338	331,043
Recycled capital grant fund (Note 21)	1,994	1,174
Local authority loan	75	75
Intercompany loans (Note 19)	496,383	468,806
Total	**908,573**	**870,607**

19. Debt Analysis

	2026 £'000	2025 £'000
Intercompany		
Loans repayable by instalments:		
Within one year	4,951	4,257
In one year or more but less than two years	5,255	4,867
In two years or more but less than five years	19,493	20,719
In five years or more	145,821	146,969
Loans not repayable by instalments:		
Within one year	4,645	–
In one year or more but less than two years	4,447	–
In two years or more but less than five years	32,982	22,890
In five years or more	295,010	280,412
Less: loan issue costs	(3,696)	(4,056)
Loans discount:		
Amount due to be released within one year	(117)	(115)
Amount due to be released after more than one year	(2,929)	(2,995)
Total loans	**505,862**	**472,948**

All loans are repayable with interest chargeable at varying rates from 10.9% to 2% during the year.

	2026 £'000	2025 £'000
Social housing loans		
Loans repayable by instalments:		
Within one year	539	293
In one year or more but less than two years	546	539
In two years or more but less than five years	3,935	3,161
In five years or more	21,413	22,734
Loans not repayable by instalments:		
Within one year	–	–
In one year or more but less than two years	–	–
In five years or more	39,900	39,900
Less: loan issue costs	(950)	(1,003)
Loans premium:		
Amount due to be released within one year	239	239
Amount due to be released after more than one year	3,939	4,178
Total loans	**69,561**	**70,041**

Loans from external funders are secured by fixed charges on individual housing properties.
All loans are repayable with interest chargeable at varying rates from 10.9% to 2% during the year.

The interest rate profile of the Association at 31 March 2026 was	Total £'000	Variable rate £'000	Fixed rate £'000	Weighted average rate %	Weighted average term Years
Instalment loans	201,953	–	201,953	5.12	19.43
Non-instalment loans	376,983	84,453	292,530	4.40	16.04
Total loans	**578,936**	**84,453**	**494,483**	**4.65**	**17.23**

At 31 March 2026 the Association had the following borrowing facilities:	£'000
Access to undrawn group facilities	321,370
Total	**321,370**

20. Deferred Capital Grant

	2026 £'000	2025 £'000
At start of the year	334,387	318,631
Grant received in the year	14,874	18,755
Disposals	(1,176)	(728)
Released to income in the year	(3,647)	(3,401)
Additions from Recycled Capital Grant Fund (Note 21)	348	1,053
Adjustment	–	77
At end of the year	**344,786**	**334,387**
Amount due to be released within one year	3,448	3,344
Amount due to be released after more than one year	341,338	331,043
Total	**344,786**	**334,387**

21. Recycled Capital Grant Fund

	2026	2025
	£'000	£'000
At the start of the year	1,174	1,048
Grants to recycle	1,218	1,061
Interest accrued	61	41
Transfer from other RP within the Group – Jigsaw Homes North	(111)	77
Recycling: grants recycled	(348)	(1,053)
At the end of the year	**1,994**	**1,174**

22. Share Capital

	2026	2025
	£	£
At the start of the year	8	8
Issued/(disposed) during the year	–	–
At the end of the year	**8**	**8**

The par value of each ordinary share is £1. Each share has full voting rights and are not redeemable. The shares do not have a right to any dividend or distribution in a winding-up. All shares are fully paid.

23. Reserves

Revenue reserves records retained earnings and accumulated losses. Share capital represents the nominal values of shares that have been issued.

24. Capital Commitments

	2026 £'000	2025 £'000
Capital expenditure contracted for but not provided for in the Financial Statements	47,489	71,448
Capital expenditure authorised by the Board but not yet been contracted for	20,797	15,587
Total	**68,286**	**87,035**
The Association expects these commitments to be financed with:		
Social housing grant	10,437	13,326
Proceeds from the sales of properties	7,627	8,565
Committed loan facilities and surpluses generated from operating activities	50,222	65,144
Total	**68,286**	**87,035**

The above figures include the full cost of shared ownership properties contracted for.

25. Operating Leases

	2026 £'000	2025 £'000
Land and buildings:		
Within one year	54	51
In one year or more but less than five years	210	202
In five years or more	35	80
Total	**299**	**333**

Lease agreements do not include contingent rent or restrictions. Leases for land & buildings include renewal periods after five years throughout the lease.

26. Grant and Financial Assistance

	2026 £'000	2025 £'000
The total accumulated government grant and financial assistance received or receivable at 31 March:		
Held as deferred capital grant (Note 20)	344,786	334,387
Recognised as income in Statement of Comprehensive Income	92,177	86,858
Total	**436,963**	**421,245**

27. Related Parties

	Expenditure £'000	Interest £'000	Gift Aid £'000	Debtors/ (Creditors) £'000
Jigsaw Homes Group	(42,321)	–	–	816
Jigsaw Homes Midlands	–	–	–	(32)
Jigsaw Homes Tameside	–	–	–	82
Jigsaw Support	–	–	–	27
Jigsaw Treasury Limited	–	(25,814)	–	(502,755)
Palatine Contracts	(38,890)	–	684	(3,047)

The Jigsaw Group Structure is shown in Note 1.

Jigsaw Homes Group Limited provides core administration, finance, development, management and maintenance services for each of the Group's subsidiaries. All transactions are recharged from the Group under a management agreement at an agreed return on cost.

During the year one tenant of another Group member, Janet Mutch, served as a member of the Board. Their tenancy is on normal social housing terms and they were unable to use their position on the Board to their advantage.

The Association provides a guarantee to Jigsaw Homes Group Limited up to a maximum of £25m to support its membership of the Social Housing Pension Scheme.

The Association alongside fellow registered provider members of the Group jointly and severally provides a guarantee that forms part of the security for the Group's borrowing arranged through Jigsaw Treasury Limited.

28. Financial Instruments

	2026 £'000	2025 £'000
Financial Assets		
Financial assets measured at historical cost		
• Trade receivables	2,859	2,694
• Other receivables	8,139	16,803
• Short term investments	3,311	3,168
• Cash and cash equivalents	8,119	8,828
Total Financial Assets	**22,428**	**31,493**
Financial Liabilities		
Financial Liabilities measured at amortised cost		
• Loans payable	69,562	70,041
Financial Liabilities measured at historical cost		
• Trade creditors	1,531	1,769
• Other creditors	372,457	360,728
Total Financial Liabilities	**443,550**	**432,538**

29. Pensions

Defined Benefit Pension Obligations

The Association participates in three pension schemes: the Social Housing Pension Scheme (SHPS), the Lancashire County Pension Fund (LCPF)and the Greater Manchester Pension Fund (GMPF). All schemes are multi-employer defined benefit schemes. The schemes are funded and are contracted out of the state scheme.

Social Housing Pension Scheme (SHPS)

The Association participates in the SHPS multi-employer pension defined benefit scheme.

The scheme is classified as a 'last-man standing arrangement'. Therefore the Association is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

There is an actuarial valuation of the SHPS every three years. The main purpose of the valuation is to determine the financial position of the SHPS in order to determine the level of future contributions required so that the SHPS can meet its pension obligations as they fall due.

The last formal valuation of the SHPS pension scheme was performed at 30 September 2023 by a professionally qualified actuary using the Projected Unit Method. This valuation revealed a deficit of £693m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

During the year to 31 March 2026 Association paid contributions at the rate of 8% (2025: 19%). Employee contributions varied between 3% and 8%.

Greater Manchester Pension Fund (GMPF)

The Association participates in the Greater Manchester Pension Fund (GMPF). GMPF is a multi-employer defined benefit scheme under the regulations governing the Local Government Pension Scheme. This scheme is funded and is contracted out of the state scheme.

There is an actuarial valuation of the GMPF every 3 years. The main purpose of the valuation is to determine the financial position of the GMPF in order to determine the level of future contributions required so that the GMPF can meet its pension obligations as they fall due.

The last formal valuation of the GMPF was performed at 31 March 2025 by a professionally qualified actuary using the Projected Unit Method. This valuation revealed a surplus of £64.6m.

During the year to 31 March 2026, the Association paid contributions of 12.5% (2025: 19.8%). Employee contributions varied between 5.5% and 17.2%.

Lancashire County Pension Fund (LCPF)

Jigsaw Homes North (JHN) participates in the Lancashire County Pension Fund (LCPF). The LCPF is a multi-employer defined benefit scheme under the regulations governing the Local Government Pension Scheme. This scheme is funded and is contracted out of the state scheme.

There is an actuarial valuation of the LCPF every three years. The main purpose of the valuation is to determine the financial position of the LCPF in order to determine the level of future contributions required so that the LCPF can meet its pension obligations as they fall due.

The last formal valuation of the LCPF was performed at 31 March 2025 by a professionally qualified actuary using the Projected Unit Method. This valuation revealed a surplus of £7m.

During the year to 31 March 2026 JHN paid contributions at the rate of 22.3% (2025: 22.3%) . Employee contributions varied between 6% and 12.5%.

	2026 £'000	2025 £'000
Defined benefit pension (liability)/asset:		
Social Housing Pension Scheme	(2,111)	(3,331)
Greater Manchester Pension Fund	–	–
Lancashire County Pension Fund	–	–
	(2,111)	**(3,331)**
Amounts recognised in operating costs:		
Social Housing Pension Scheme	214	217
Greater Manchester Pension Fund	26	34
Lancashire County Pension Fund	74	99
	314	**350**
Net amounts recognised in finance costs:		
Social Housing Pension Scheme	163	200
Greater Manchester Pension Fund	–	–
Lancashire County Pension Fund	(3)	(4)
	160	**196**
Actuarial gains/(losses) recognised in other comprehensive income:		
Social Housing Pension Scheme	278	221
Greater Manchester Pension Fund	(5)	4
Lancashire County Pension Fund	(27)	(14)
	246	**211**

Financial Assumptions and Particulars of Amounts Recognised in the Financial Statements

The major assumptions used by the actuary in assessing scheme liabilities as at 31 March 2026 together with the analysis of amounts recognised in the financial statements are as follows:

Statement of Financial Position Items

	SHPS £'000	GMPF £'000	LCPF £'000	Total £'000
2026 by scheme				
Present value of funded benefit obligations	23,276	2,285	12,837	38,398
Fair value of plan assets	(21,165)	(3,078)	(20,529)	(44,772)
Pension surplus deemed not recoverable	–	793	7,692	8,485
Deficit/(surplus)	**2,111**	**–**	**–**	**2,111**
2025 by scheme				
Present value of funded benefit obligations	23,801	2,132	12,744	38,677
Fair value of plan assets	(20,470)	(2,930)	(20,705)	(44,105)
Pension surplus deemed not recoverable	–	798	7,961	8,759
Deficit/(surplus)	**3,331**	**–**	**–**	**3,331**

Components of Pension Cost for the Period

	SHPS	GMPF	LCPF	Total
	£'000	**£'000**	**£'000**	**£'000**
2026 by scheme				
Service cost	186	26	71	283
Net interest cost	163	–	(3)	160
Administrative expenses	28	–	3	31
Total pension cost recognised in Statement of Comprehensive Income	**377**	**26**	**71**	**474**
2025 by scheme				
Service cost	193	34	96	323
Net interest cost	200	–	(4)	196
Administrative expenses	24	–	3	27
Total pension cost recognised in Statement of Comprehensive Income	**417**	**34**	**95**	**546**

Statement of Comprehensive Income

	SHPS	GMPF	LCPF	Total
	£'000	**£'000**	**£'000**	**£'000**
2026 by scheme				
Experience on plan assets (excl amounts in net interest cost) – gain	(587)	139	(720)	(1,168)
Experience gains and losses on the plan liabilities – gain/(loss)	672	(193)	59	– 538
Re-measurements – demographic assumptions	(203)	(24)	5	(222)
Re-measurements – financial assumptions	396	22	(102)	316
Effect of the asset ceiling	–	51	731	782
Total – gain/(loss)	**278**	**(5)**	**(27)**	**246**
2025 by scheme				
Experience on plan assets (excl amounts in net interest cost) – gain	(1,904)	(22)	(315)	(2,241)
Experience gains and losses on the plan liabilities – gain/(loss)	(1,168)	17	17	(1,134)
Re-measurements – demographic assumptions	–	4	43	47
Re-measurements – financial assumptions	3,293	361	1,817	5,471
Effect of the asset ceiling	–	(356)	(1,576)	(1,932)
Total – gain/(loss)	**221**	**4**	**(14)**	**211**

Change in Benefit Obligations

	SHPS	GMPF	LCPF	Total
	£'000	**£'000**	**£'000**	**£'000**
2026 by scheme				
Benefit obligation at 1 April	**23,801**	**2,132**	**12,744**	**38,677**
Current service cost	186	26	71	283
Expenses	28	–	–	28
Interest on pension liabilities	1,362	122	717	2,201
Member contributions	–	11	34	45
Experience on plan liabilities loss	(672)	(22)	102	(592)
Re-measurements (liabilities)				
Gain on demographic assumptions	203	24	(59)	168
Gain on financial assumptions	(396)	92	(5)	(309)
Benefits/transfers paid	(1,236)	(100)	(767)	(2,103)
As at 31 March	**23,276**	**2,285**	**12,837**	**38,398**
2025 by scheme				
Benefit obligation at 1 April	**25,520**	**2,436**	**14,487**	**42,443**
Current service cost	193	34	96	323
Expenses	24	–	–	24
Interest on pension liabilities	1,232	117	693	2,042
Member contributions	–	11	37	48
Experience on plan liabilities gain	1,168	(17)	(17)	1,134
Re-measurements (liabilities)				
Gain on demographic assumptions	–	(4)	(43)	(47)
Gain on financial assumptions	(3,293)	(361)	(1,817)	(5,471)
Benefits/transfers paid	(1,043)	(84)	(692)	(1,819)
As at 31 March	**23,801**	**2,132**	**12,744**	**38,677**

Change in Plan Assets

	SHPS	GMPF	LCPF	Total
	£'000	£'000	£'000	£'000
2026 by scheme				
Fair value of plan assets at 1 April	**20,470**	**2,930**	**20,705**	**44,105**
Interest on plan assets	1,199	168	1,182	2,549
Return on assets less interest	(587)	38	(720)	(1,269)
Administration expenses	–	–	(3)	(3)
Employer contributions	1,319	31	98	1,448
Member contributions	–	11	34	45
Benefits/transfers paid	(1,236)	(100)	(767)	(2,103)
Fair value of plan assets at 31 March	**21,165**	**3,078**	**20,529**	**44,772**
2025 by scheme				
Fair value of plan assets at 1 April	**20,724**	**2,858**	**20,574**	**44,156**
Interest on plan assets	1,032	137	995	2,164
Return on assets less interest	(1,904)	(22)	(315)	(2,241)
Administration expenses	–	–	(3)	(3)
Employer contributions	1,661	30	109	1,800
Member contributions	–	11	37	48
Benefits/transfers paid	(1,043)	(84)	(692)	(1,819)
Fair value of plan assets at 31 March	**20,470**	**2,930**	**20,705**	**44,105**

Asset Allocation

	2026	2025
	£'000	£'000
Equities	21 to 2,345	20 to 2,293
Other bonds	0 to 492	21 to 527
Property	287 to 1,033	248 to 1,025
Cash/liquidity	205 to 3,773	293 to 4,074
Other	206 to 20,016	44 to 20,105
Infrastructure	1 to 1	3 to 3
Insurance linked securities	31 to 31	63 to 63
Liability driven investment	6,453 to 6,453	6,200 to 6,200
Long lease property	0 to 0	6 to 6
Private debt	46 to 46	18 to 18
Secured income	1,993 to 1,993	342 to 342

Financial Assumptions

	2026	2025
	%	%
Rate of CPI inflation	2.9 to 3.03	2.6 to 2.79
Pension increase rate	3 to 3.03	2.7 to 2.79
Salary Increase rate	4.03 to 4.5	3.55 to 4.1
Discount rate	6.1 to 6.2	5.8 to 5.85

Mortality Assumptions

	Males	Females
Current Pensioners	19.1 to 21.1	23.1 to 23.6
Future retiring in 20 years	20.4 to 22.2	24.3 to 25.1

Defined Contribution Pension Obligations

The Association participates in defined contribution schemes where the amount charged to the statement of comprehensive income represents the contributions payable to the scheme in respect of the accounting period.

30. Ultimate Controlling Party

The ultimate controlling party of the Association is Jigsaw Homes Group Limited, which is an entity registered under the Co-operative and Community Benefit Societies Act 2014 and a registered provider of social housing under the Housing Act. The consolidated financial statements of Jigsaw Homes Group Limited can be obtained via the Group's website at www.jigsawhomes.org.uk or from Cavendish 249, Cavendish Street, Ashton-under-Lyne, Tameside, OL6 7AT.

Creating homes. Building lives.

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