Financial Statements for the year ended 31 March 2026

Creating homes. Building lives.

Jigsaw

Jigsaw Homes Tameside

Contents

Company Information

Registration number	Co-operative and Community Benefit Societies Act 2014, number 3807022
Regulator of Social Housing Registration Number	LH4266
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) M. Kenyon (retired December 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) 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

First Aid training at Dukinfield hub

The Emergency First Aid Skills at Work accredited qualification provided residents the opportunity to increase their knowledge and skills.

Chair's Statement

Chair's Introduction

As Chair of Jigsaw Homes Tameside ("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 45 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.

We also opened two further supported housing schemes in Tameside, with a further scheme in Oldham due to complete during 2026. These developments reflect Jigsaw's long-standing commitment to supporting people who may otherwise struggle to live independently.

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.

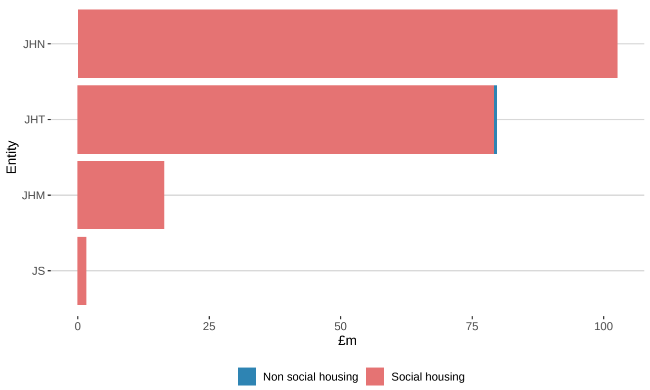
About Us

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 Tameside is responsible for a total of 16,060 homes. The location of homes managed by Jigsaw Homes Tameside is shown in Figure 2 on the current page. Jigsaw Homes Tameside is active in five local authority areas.

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

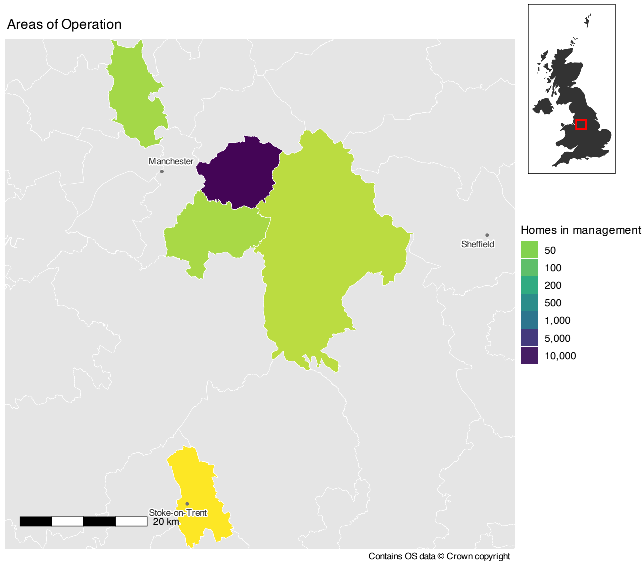


Figure 2: Location of housing stock — shading shows concentrations.

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

Cavendish House

Ashton-under-Lyne, Tameside

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.

Figure 3: Special stone setting ceremony marking a key milestone in the construction of 35 new affordable apartments in Tameside.

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 3 schemes, caused by various matters outside of Jigsaw's control. These schemes are all projected to complete in 2026/27.

In 2025/26 the Association delivered 45 units of affordable housing, as shown in Figure 4.

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. 999 jobs are estimated to have been supported through the Association's investment in new development in the year.

Homes provided	Jobs supported	Impact
45	999	£54.4m

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

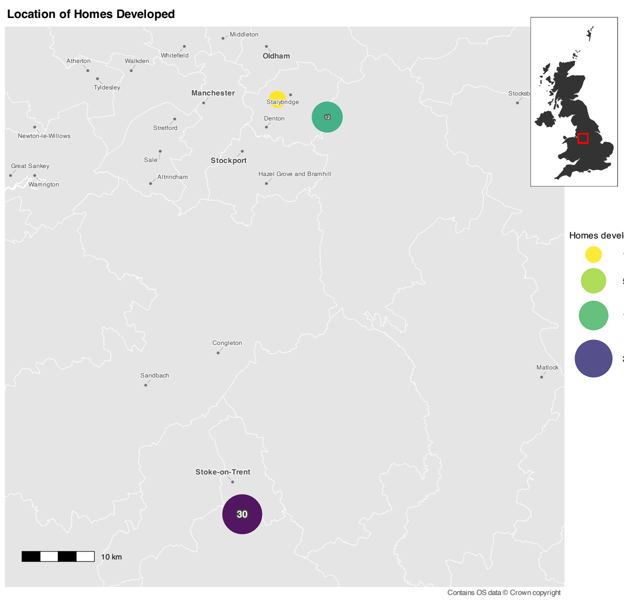


Figure 4: New affordable housing delivered in 2025/26.

Figure 5: Good design in new housing 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 5 on the previous 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 3,400 new homes for social housing between 2026 and 2031. This programme is expected to inject an additional £10.2m into local economies, supporting in excess of 188 jobs per annum.

At 31 March 2026, 98 properties were on-site and in progress.

Resources - Finances

Table 1 shows that two of the two 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.

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 £24.7m or 27% of turnover.

With regard to loan finance, during the year the Association repaid £23.4m in line with agreed debt profiles. £17.2m of loan finance was drawn-down in the year. At the year-end gross debt borrowings amounted to £284.2m[2], maturing as outlined in Note 18 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.

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

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.

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

	KPI	Priority	Target	Q4 Actual	Trend
	Resources - Properties				
●	New supply delivered	VH	0.68%	0.33%	↑
	Resources - Finances				
	Income collected	VH	95%	100.16%	↑
	Void loss	VH	1.6%	0.98%	↓
	Customer Impact - Services				
	Satisfaction with repairs	VH	88.0%	93.03%	↑
	Satisfaction of new tenants with home	VH	80%	92.65%	↑
	TSM: Emergency repairs completed within target timescale	VH	97%	99.2%	↑
	Customer Impact - Homes				
	TSM: % of homes that do not meet the decent homes standard	VH	1%	0.32%	↑
	Properties with invalid gas certificates during reporting period	VH	3	0	—

● 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	78,256	56,547	30	5,204	7
2023	79,710	66,217	20	2,160	3
2024	80,447	64,123	21	1268	2
2025	85,824	67,871	22	3476	4
2026	**90,324**	**67,870**	**27**	**10,649**	**12**

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	605,132	587,299	573,303	559,138	521,997
Properties for sale	323	294	195	486	503
Cash at bank and short term deposits	4,693	7,594	6,863	9,890	30,980
Creditors amounts falling due within one year	19,289	13,897	19,311	15,922	9,254
Net current assets / (liabilities)	(5,524)	1,829	(4,148)	2,928	34,767
Total assets less current liabilities	508,413	505,032	491,888	491,938	507,952
Creditors amounts falling due after more than one year	306,407	313,675	304,007	305,325	338,639
Capital and reserves	202,006	191,357	187,881	186,613	169,313

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

Giving Back Day - Stalybridge Skip Success

Colleagues armed themselves with litter pickers and had bin bags at the ready for our latest Giving Back Day at Ridgehill Estate in Stalybridge, Tameside.

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 6 on the next page. Figure 6 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)

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 North)

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.

Andrew McLaren

Attendance: 4/4 100% (Board)

Andrew is the Deputy Executive Leader of Tameside Council responsible for Growth, Housing and Homelessness.

He is a qualified chartered building surveyor and having worked in the industry for over 30 years, he has specialised in construction management, programme and project management, and has worked nationwide for commercial and public sector organisations.

He is now a company director running a niche surveying and property company in Ashton-Under-Lyne.

Brian Moran

Group Chief Executive

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

Demographic	Local Area	Tenants	Board
% who are women	51	61	58
% who are ethnic minorities	14	12	33
% who have a disability	20	11	8
% who are lesbian, gay or bisexual	3	2	17
% who identify with a religion	57	33	33
% who were educated at state school	c.93	Unknown	83
Average age (years)	40	45	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.

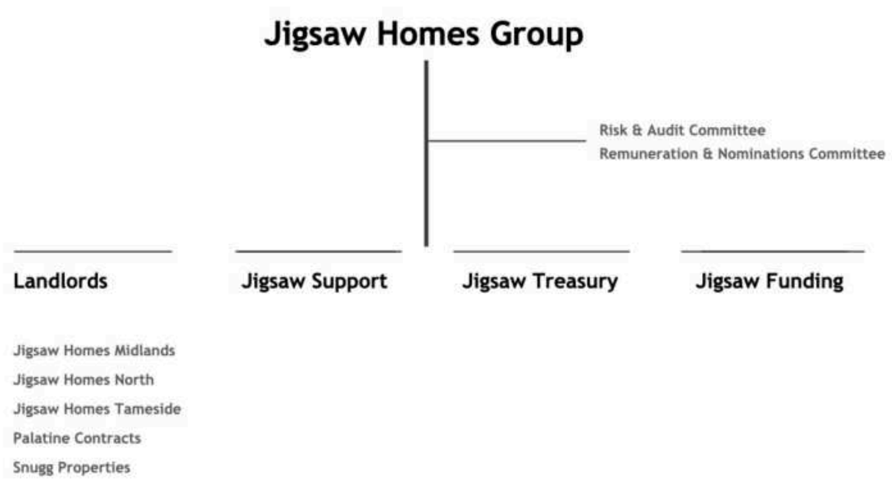


Figure 6: Corporate and governance structure — board meetings for the organisations that fall under Landlords are held contemporaneously using overlapped meetings.

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 North)

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 North) , 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.

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 7 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 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:

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

Figure 7: Risk analysis.

- **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 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.

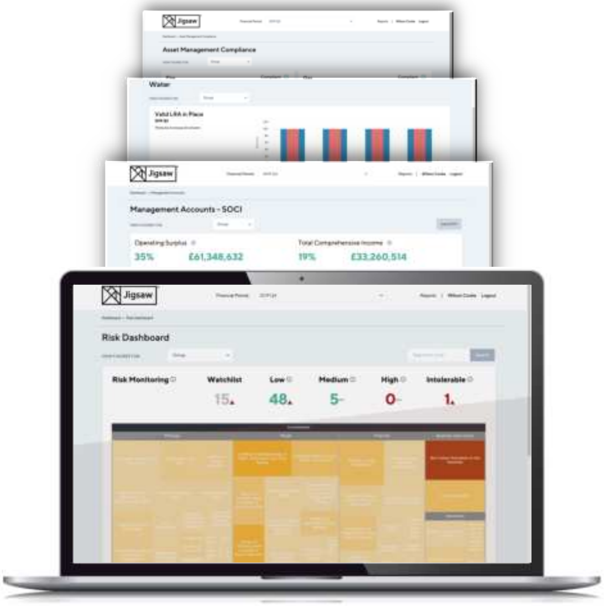


Figure 8: Examples from the Group's suite of performance dashboards.

- 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.

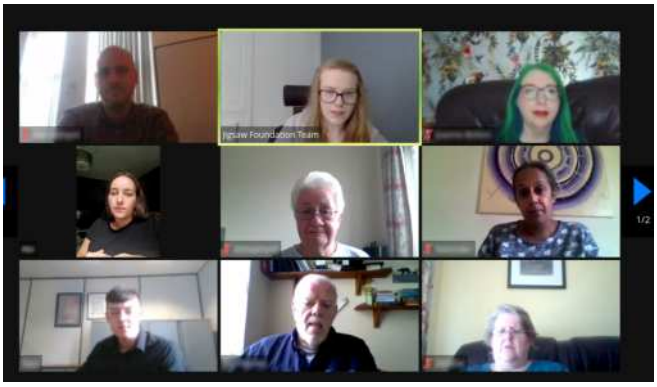


Figure 9: Our tenant scrutiny panels undertake deep-dive investigations into areas voted for by tenants.

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 84% (2025: 87%) of borrowings were at fixed rates between 3.4% and 8.1% with an average borrowing rate of 4.93%.

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 £4.7m (2025: £7.6m) of both cash balances and short-term investments held as cash, together with access to c. £321.4m (2025: £335m) 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.

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 2026/27 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.

[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.

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.

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

Lousia Street

Ashton-under-Lyne, Tameside

Rent-to-Buy

4. Financial Statements

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

Opinion on the Financial Statements

We have audited the financial statements of Jigsaw Homes Tameside ("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
1B871A978CD84D2...

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	90,324	85,824
Cost of sales	3	(578)	(392)
Operating expenditure	3	(67,870)	(67,871)
Profit on disposal of fixed assets	5	2,822	1,385
Operating surplus	**8**	**24,698**	**18,946**
Interest receivable	6	111	185
Interest and financing costs	7	(14,160)	(15,685)
Movement in fair value of Investment Properties	12	–	30
Total comprehensive income for the year		**10,649**	**3,476**

The results for the year relate wholly to continuing activities and the notes on pages 33 to 53 form an integral part of these Financial Statements.

The Financial Statements and notes on pages 33 to 53 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	513,477	502,743
Investment properties	12	460	460
		513,937	**503,203**
Current assets			
Stock	13	323	294
Trade and other debtors	14	8,749	7,838
Cash and cash equivalents	15	4,693	7,594
		13,765	**15,726**
Less: Creditors: amounts falling due within one year	16	(19,289)	(13,897)
Net current assets		**(5,524)**	**1,829**
Total assets less current liabilities		**508,413**	**505,032**
Creditors: amounts falling due after more than one year	17	(306,407)	(313,675)
Total net assets		**202,006**	**191,357**
Reserves			
Revenue reserve		202,006	191,357
Total reserves		**202,006**	**191,357**

The Financial Statements and the notes on pages 33 to 53 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	**187,881**	**187,881**
Surplus from Statement of Comprehensive Income	3,476	3,476
Balance at 31 March 2025	**191,357**	**191,357**
Surplus from Statement of Comprehensive Income	10,649	10,649
Balance at 31 March 2026	**202,006**	**202,006**

Notes to the Financial Statements

1. Legal Status

Jigsaw Homes Tameside 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 Tameside 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.

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 2026/27 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.

[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.

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:

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

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.

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.

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.

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)	87,910	–	(67,497)	–	20,413
Other social housing activities:					
First tranche low cost home ownership sales	743	(578)	–	–	165
Other activities	1,129	–	(312)	–	817
Non-social housing activities:					
Other rental	542	–	(61)	–	481
Disposal of fixed assets (Note 5)	–	–	–	2,822	2,822
Total	**90,324**	**(578)**	**(67,870)**	**2,822**	**24,698**

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
Social housing lettings (Note 3c)	83,064	–	(67,582)	–	15,482
Other social housing activities:					
First tranche low cost home ownership sales	590	(392)	–	–	198
Other activities	1,594	–	(250)	–	1,344
Non-social housing activities:					
Other rental	576	–	(39)	–	537
Disposal of fixed assets (Note 5)	–	–	–	1,385	1,385
Total	**85,824**	**(392)**	**(67,871)**	**1,385**	**18,946**

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
Income					
Rent receivable net of identifiable service charges and net of voids	77,338	4,877	173	82,388	77,723
Service charge income	4,951	312	11	5,274	5,097
Charges for support services	–	–	–	–	–
Amortised government grants	232	15	1	248	244
Turnover from social housing lettings	**82,521**	**5,204**	**185**	**87,910**	**83,064**
Operating expenditure					
Management	14,352	905	32	15,289	14,958
Service charge costs	5,318	335	12	5,665	5,264
Routine maintenance	19,434	1,223	–	20,657	18,212
Planned maintenance	8,683	546	–	9,229	12,516
Major repairs expenditure	6,142	386	–	6,528	7,253
Bad debts	598	38	1	637	487
Depreciation of housing properties	8,910	562	20	9,492	8,892
Depreciation of other fixed assets	–	–	–	–	–
Operating expenditure on social housing lettings	**63,437**	**3,995**	**65**	**67,497**	**67,582**
Operating surplus on social housing lettings	**19,084**	**1,209**	**120**	**20,413**	**15,482**
Void losses	1,140	53	–	1,193	938

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	11,767	4	11,795	4
Affordable rent	2,383	29	2,389	29
Market rent	81	–	81	–
Intermediate rent	54	–	57	–
Sheltered housing for older people	654	–	654	–
Supported housing	296	–	266	–
Low-cost home ownership	34	–	22	–
Leasehold where the Association owns the freehold	758	–	725	–
Total units social housing	**16,027**	**33**	**15,989**	**33**

The Association owns 100 (2025: 299) properties which are managed by others.

In Development	**2026 No. of units**	**2025 No. of units**
Social Housing		
General needs housing		
Social rent	57	57
Affordable rent	10	–
Supported housing	15	36
Low-cost home ownership	16	18
Total units social housing	**98**	**111**

	General Needs Social Rent	**General Needs Affordable Rent**	**Inter-mediate Rent**	**Market Rent**	**Supported Housing**	**Low Cost Home Ownership**	**Sheltered Housing for Older People**	**Leasehold group owns freehold**	**Total**
Opening units	**11,795**	**2,389**	**57**	**81**	**266**	**22**	**654**	**725**	**15,989**
Adjustment to opening units		(2)			2				
New units developed	18	–	–	–	15	12	–	–	45
Units sold	(32)	(7)	–	–	–	–	–	(1)	(40)
Other adjustments	(14)	3	(3)	–	13	–	–	34	33
Net change in units	(28)	(6)	(3)	–	30	12	–	33	38
Closing units	**11,767**	**2,383**	**54**	**81**	**296**	**34**	**654**	**758**	**16,027**

5. Profit on Disposal of Fixed Assets

	2026 £'000	**2025 £'000**
Proceeds of sales	4,022	2,092
Carrying value	(1,136)	(656)
Incidental costs	(64)	(51)
Total profit	**2,822**	**1,385**

6. Interest Receivable

	2026 £'000	**2025 £'000**
Bank interest receivable	111	185
Total	**111**	**185**

7. Interest and Financing Costs

	2026 £'000	**2025 £'000**
Loans and bank overdrafts	14,683	16,006
Interest capitalised on housing properties under construction	(523)	(321)
Total	**14,160**	**15,685**

The Group's weighted average interest on borrowings of 4.93% (2025: 5.14%) was used for calculating capitalised finance costs.

8. Operating Surplus

	2026 £'000	2025 £'000
The operating surplus is stated after charging:		
Auditor's remuneration (excluding VAT):		
Audit fee	18	16
Depreciation:		
Depreciation of housing properties	9,492	8,892
Depreciation of other fixed assets	236	142

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:		
Housing, support and care	13	15
Total	**13**	**15**

	2026	2025
	£'000	**£'000**
Staff costs		
Wages and salaries	381	421
Social security costs	47	39
Other pension costs	50	57
Total	**478**	**517**

During the year, there were no employees who received more than £60,000 per annum in remuneration.

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	576,030	8,347	2,201	721	587,299
Additions	–	9,491	–	2,360	11,851
Capitalised administration costs	–	206	–	112	318
Interest capitalised	–	326	–	197	523
Component replacements	9,170	–	–	–	9,170
Components replaced cost	(2,082)	–	–	–	(2,082)
Schemes completed	6,934	(6,934)	2,445	(2,445)	–
Disposals cost	(1,411)	–	(536)	–	(1,947)
At end of the year cost	**588,641**	**11,436**	**4,110**	**945**	**605,132**
Depreciation and impairment					
At start of the year	91,726	–	29	–	91,755
Charge for the year	8,625	–	28	–	8,653
Components replaced	(1,243)	–	–	–	(1,243)
Disposals	(259)	–	–	–	(259)
At end of the year	**98,849**	**–**	**57**	**–**	**98,906**
Net book value:					
At 31 March 2026	**489,792**	**11,436**	**4,053**	**945**	**506,226**
At 31 March 2025	484,304	8,347	2,172	721	495,544

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 222 properties held on a long leasehold basis with an associated cost of £15.53m. 100% of the remaining lease periods are greater than 70 years.

The Group's weighted average interest on borrowings of 4.93% (2025: 5.14%) 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 19 on page 50.

	2026 £'000	2025 £'000
Works to existing properties in the year:		
Amounts capitalised	9,170	6,290
Amounts charged to expenditure	36,414	37,981
Total	**45,584**	**44,271**

Other fixed assets	Land and buildings £'000	Plant & machinery £'000	Furniture and equipment £'000	Total other fixed assets £'000
Cost				
At start of the year	9,840	356	204	10,400
Additions	–	76	212	288
Disposals				–
At end of the year cost	**9,840**	**432**	**416**	**10,688**
Depreciation and impairment				
At start of the year	3,117	–	84	3,201
Charge for the year	126	89	21	236
Disposals				–
At end of the year	**3,243**	**89**	**105**	**3,437**
Net book value:				
At 31 March 2026	**6,597**	**343**	**311**	**7,251**
At 31 March 2025	6,723	356	120	7,199

12. Investment Properties

	2026 £'000	2025 £'000
At start of year	460	430
Profit/(Loss) from adjustment in value	–	30
At end of year	**460**	**460**

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	20	50
Work in progress	303	244
Total	**323**	**294**

14. Trade and Other Debtors

	2026 £'000	2025 £'000
Rent arrears	4,366	4,640
Less: provision for bad debts rents	(2,576)	(2,810)
Sub-total	**1,790**	**1,830**
Trade debtors	39	275
Less: provision for bad debts trade	(6)	(92)
Sub-total	**33**	**183**
Prepayments and accrued income	628	30
Amounts owed by group undertakings	5,088	5,422
Other debtors	1,210	373
Total due within one year	**8,749**	**7,838**
Total	**8,749**	**7,838**

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. Cash and Cash Equivalents

	2026 £'000	2025 £'000
Cash at bank	4,693	7,594
Total	**4,693**	**7,594**

16. Creditors: Amounts Falling Due Within One Year

	2026 £'000	2025 £'000
Trade creditors	2,428	1,769
Amounts owed to group undertakings	2,678	2,700
Intercompany loans (Note 18)	5,254	2,505
Rents and service charges paid in advance	2,518	2,225
Accruals and deferred income	5,122	3,500
Deferred capital grant (Note 19)	315	304
Recycled capital grant fund (Note 20)	–	18
Other creditors	974	876
Total	**19,289**	**13,897**

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

	2026 £'000	2025 £'000
Deferred capital grant (Note 19)	31,183	30,101
Recycled capital grant fund (Note 20)	44	26
Intercompany loans (Note 18)	275,180	283,548
Total	**306,407**	**313,675**

18. Debt Analysis

	2026	2025
	£'000	**£'000**
Intercompany loans		
Loans repayable by instalments:		
Within one year	2,744	2,575
In one year or more but less than two years	2,913	2,944
In two years or more but less than five years	10,807	12,531
In five years or more	80,839	88,892
Loans not repayable by instalments:		
Within one year	2,575	–
In one year or more but less than two years	2,465	–
In two years or more but less than five years	18,284	13,844
In five years or more	163,545	169,602
Less: loan issue costs	(2,049)	(2,453)
Loans discount:		
Amount due to be released within one year	(65)	(69)
Amount due to be released after more than one year	(1,624)	(1,811)
Total loans	**280,434**	**286,055**

All loans are repayable with interest chargeable at varying rates from 3.4% to 8.1% during the year.

The interest rate profile of the Association at 31 March 2026 was	Total	Variable rate	Fixed rate	Weighted average rate	Weighted average term
	£'000	**£'000**	**£'000**	**%**	**Years**
Instalment loans	97,303	–	97,303	5.46	19.28
Non-instalment loans	186,869	46,818	140,051	4.43	15.93
Total loans	**284,172**	**46,818**	**237,354**	**4.78**	**17.08**

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

19. Deferred Capital Grant

	2026	2025
	£'000	**£'000**
At start of the year	30,405	24,579
Grant received in the year	1,247	6,084
Disposals	(85)	(13)
Released to income in the year	(248)	(245)
Additions from Recycled Capital Grant Fund (Note 20)	179	–
At end of the year	**31,498**	**30,405**
Amount due to be released within one year	315	304
Amount due to be released after more than one year	31,183	30,101
Total	**31,498**	**30,405**

20. Recycled Capital Grant Fund

	2026	2025
	£'000	£'000
At the start of the year	44	105
Grants to recycle	67	14
Interest accrued	1	2
Transfer to/from other Registered Providers within the Group – Jigsaw Homes North	111	(77)
Recycling: grants recycled	(179)	–
At the end of the year	**44**	**44**

21. Share Capital

The Association is limited by guarantee and therefore has no share capital.

22. Reserves

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

23. Capital Commitments

	2026	2025
	£'000	£'000
Capital expenditure contracted for but not provided for in the Financial Statements	10,326	14,277
Capital expenditure authorised by the Board but not yet been contracted for	12,514	9,106
Total	**22,840**	**23,383**
The Association expects these commitments to be financed with:		
Social housing grant	3,298	967
Proceeds from the sales of properties	1,598	1,673
Committed loan facilities and surpluses generated from operating activities	17,944	20,742
Total	**22,840**	**23,382**

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

24. Grant and Financial Assistance

	2026	2025
	£'000	£'000
The total accumulated government grant and financial assistance received or receivable at 31 March:		
Held as deferred capital grant (Note 19)	31,498	30,405
Recognised as income in Statement of Comprehensive Income	21,067	20,819
Total	**52,565**	**51,224**

25. Related Parties

	Expenditure	Interest	Debtors/ (Creditors)
	£'000	£'000	£'000
Jigsaw Homes Group	(36,267)	–	5,001
Jigsaw Homes Midlands	–	–	88
Jigsaw Homes North	–	–	(82)
Jigsaw Support	–	–	(213)
Jigsaw Treasury Limited	–	(14,686)	(282,173)
Palatine Contracts	(6,218)	–	(645)

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 the Association, 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 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.

26. Financial Instruments

	2026 £'000	2025 £'000
Financial Assets		
Financial assets measured at historical cost		
• Trade receivables	1,824	2,013
• Other receivables	6,926	5,824
• Cash and cash equivalents	4,693	7,594
Total Financial Assets	**13,443**	**15,431**
Financial Liabilities		
Financial Liabilities measured at historical cost		
• Trade creditors	2,428	1,769
• Other creditors	42,834	39,750
Total Financial Liabilities	**45,262**	**41,519**

27. 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.

Jigsaw Homes Tameside

Cavendish 249
Cavendish Street
Ashton-under-Lyne
OL6 7AT

https://www.jigsawhomes.org.uk
0300 111 1133
info@jigsawhomes.org.uk

Regulated by the Regulator of Social Housing Registration No. LH4266

Registered under the Co-operative and Community Benefit Societies Act 2014 Registration No. 3807022