Financial Statements for the year ended 31 March 2026

Creating homes. Building lives.

Jigsaw Support

Contents

Company Information

Registration number	Co-operative and Community Benefit Societies Act 2014, number RS008241
Registered office	Cavendish 249 Cavendish Street Ashton-under-Lyne Tameside, OL6 7AT
Board members	G. Brown (chair: retired July 2026) K. Jalli (appointed chair July 2026) N. Ahmed P. Chisnell (executive member: appointed July 2026) D. Dunwell (appointed August 2025) C. Green (retired July 2026) P. Joyce A. Margai A. Powell
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

Supporting Starts at Home Day

Friday 29 August was Starts at Home Day - the National Housing Federation's annual spotlight on supported housing, focus was on the Save our Supported Housing campaign.

Chair's Statement

As Chair of Jigsaw Support ("the Society"), I am delighted to present this year's financial statements. As the newly appointed Chair, it is a particular pleasure to introduce my first set of accounts and to reflect on another highly successful year for the organisation. These results demonstrate not only our continued financial strength but, more importantly, the positive impact we have made in delivering essential housing and support services for some of the most vulnerable people in our communities.

With more than 40 years of experience supporting those most in need, Jigsaw Support continues to make a meaningful difference across a diverse range of services. From 24-hour staffed supported accommodation for people with multiple and complex needs, to community-based support and intensive housing management, our services remain firmly focused on helping individuals achieve greater independence, stability and wellbeing.

During 2025/26, we supported more than 3,800 people through 20 services and contracts, backed by over £4.6 million of secured funding. This represents a significant achievement and reflects the trust placed in us by our partners and commissioners. I am particularly pleased that we successfully directly managed more than 300 units of supported housing, alongside more than 500 agency-managed properties across Greater Manchester and the Liverpool City Region.

We also continued to build on the success of our *Motiv8* programme, supported through funding from the Department for Work and Pensions alongside our own investment. Together, these resources enabled us to support more than 500 people across Greater Manchester to move closer to employment, training and personal goals. This was further strengthened through the expansion of our *Support to Succeed* and *Skills Exchange* programmes, as well as the launch of the innovative *Economic Trailblazer* pilot project.

Supporting people affected by domestic abuse remains a key priority for Jigsaw Support. During the year, the *Bridges Partnership* provided support to more than 1,400 victim-survivors and their children. We were also delighted to secure the new *Bridges Manchester* contract with Manchester City Council, commencing on 1 April 2026. In addition, we welcomed the completion of a newly constructed women's refuge and expanded our network of dispersed safe accommodation, increasing the support available to those seeking safety and a fresh start.

Specialist supported accommodation remains at the heart of our work. Through our *Springboard Partnership*, we benefited from further investment through the Group's Development Programme, taking delivery of 10 new apartments in Wigan and nine apartments at Cavendish House in Tameside for care leavers, alongside 24 new apartments in Manchester for homeless adults. These developments provide high-quality homes and opportunities for people to rebuild their lives and realise their potential.

During 2025/26, we also continued to expand our Wellbeing and Tenancy Support Service, helping more than 550 people improve their wellbeing, confidence, motivation and physical health. By providing practical support, advice and encouragement, the team has played an important role in helping individuals sustain tenancies and achieve positive long-term outcomes.

I am equally pleased to report another year of strong financial performance. Turnover increased to approximately £6.5 million (2025: £6.6 million), generating total comprehensive income of approximately £0.5 million. Operating surplus for the year amounted to £0.4 million, representing 5.7% of turnover. These results reflect both the strength and resilience of our organisation and our ability to reinvest resources into high-quality, person-centred services that create lasting social value.

Our Future Plans

Looking ahead, the Society remains committed to delivering the *Jigsaw Support Strategy*, which provides a clear framework for the continued development of our contract-funded services and complements the wider landlord services delivered across the Jigsaw Homes Group. Through this strategy, we will continue to focus our efforts on areas where we can make the greatest difference:

- Homeless accommodation and services.

- Young people aged between eighteen and twenty-five years of age.
- Domestic abuse.
- Employability.
- Wellbeing and tenancy sustainment.
- Agency managed property services.

We are excited to continue expanding our supported accommodation offer and are pleased to announce plans to open a new scheme comprising 15 apartments for young care leavers in Oldham during 2026/27. This investment will further strengthen our ability to provide safe, high-quality homes and tailored support to young people as they transition into independent living.

As we look to the future, Jigsaw Support will continue to seek new opportunities to apply its expertise, experience and commitment to delivering outstanding housing and support services. Our ambition remains clear: to support more people, transform more lives and strengthen the communities we serve.

On behalf of the Board, I would like to extend my sincere thanks to our colleagues, partners and stakeholders. Their professionalism, compassion and dedication make our achievements possible and enable us to continue delivering on our shared mission:

Creating homes. Building lives.

Keryn Jalli

Society Chair

our values

Our Vision

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

Our Mission

Creating homes. Building lives.

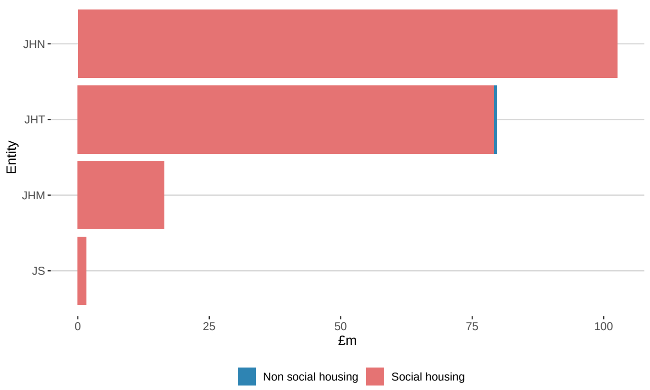
About Us

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

Jigsaw Support provides support to homeless and vulnerable people to help them to achieve greater independence and improved well-being. All of the Society's business is generated from contracts with local authorities and similar commissioning bodies.

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

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

Clover House

Manchester, Greater Manchester

Supported Living

Review of the Year

Jigsaw Support has more than 40 years of experience providing accommodation and support services that help vulnerable people build safer, healthier and more independent lives.

The Society delivers a diverse range of services designed to meet varying levels of need. These include 24-hour staffed supported accommodation for people experiencing multiple and complex challenges, community-based support for people requiring low to medium levels of assistance, and intensive housing management services that help individuals sustain successful tenancies.

Throughout the year, Jigsaw Support continued to make a positive difference to the lives of people fleeing domestic abuse, as well as families and individuals experiencing homelessness, through the provision of refuge accommodation, specialist support services and supported housing.

During the year, the Society continued to successfully deliver the *Jigsaw Support Strategy*, which provides a clear framework for our contract-funded activities and strengthens the value we bring alongside landlord services delivered across the wider Jigsaw Homes Group. The strategy reinforces our commitment to growing services that generate lasting social impact in the following areas:

- Homelessness accommodation and services.
- Support for young people aged 18 to 25.
- Domestic abuse services.
- Employability.
- Wellbeing and tenancy sustainment.
- Agency managed property services.

During 2025/26, we:

- Supported more than 3,800 people to improve their wellbeing, resilience and independence.
- Successfully delivered 20 services and contracts across Greater Manchester and the Liverpool City Region.
- Secured and invested more than £4.6 million of funding from local authorities and other partners to support vulnerable people.
- Managed over 300 units of supported housing and more than 500 agency-managed homes.
- Provided valuable placement opportunities for 16 students and 17 volunteers, helping to develop the next generation of support professionals.
- Reinvested our surplus into innovative programmes including *Motiv8* and *Wellbeing and Tenancy Support*, extending our reach and impact.

We continued to deliver our highly successful *Motiv8* programme, supported by £515k of funding from the *Department for Work and Pensions* together with approximately £150k reinvested from our own reserves. During 2025/26, the programme helped more than 500 people across Greater Manchester through personalised one-to-one support, enabling individuals to take positive steps towards training, job searching and sustainable employment.

We also expanded delivery of *Support to Succeed* across Tameside, Wigan, Oldham and Rochdale, helping more than 230 people move closer to employment. Through our work with *Manchester Athena*, a partnership of social landlords, we ensured residents across Greater Manchester could access tailored employment support and opportunities.

Through *Skills Exchange*, our innovative partnership with the *Royal Exchange Theatre*, we supported residents in Tameside and Wigan to access training and skills development opportunities in areas including customer service, design and event management.

We also helped residents overcome barriers to employment through the *Economic Trailblazer* pilot projects in Miles Platting, Manchester and Tameside, supporting people to build confidence, develop skills and progress towards sustainable work.

The Society employs 73 people and manages 20 contracted services across the Greater Manchester Combined Authority area and the Liverpool City Region. The commitment, expertise and compassion of our colleagues remain central to achieving positive outcomes for the people and communities we serve.

We continued to deliver a broad range of supported accommodation services, helping people move towards safe, secure and permanent housing. This included the development of new homes specifically designed to meet the needs of young people and those at risk of homelessness.

The close partnership between Jigsaw Support and the wider Jigsaw Group continued to create opportunities to address housing need across the region. While Jigsaw Support provides specialist support to help people overcome complex challenges, the Group's development expertise enables the delivery of high-quality accommodation tailored to their needs.

As part of the *Springboard*, our temporary supported accommodation service in Wigan, the Group developed 10 new apartments at Stork Mews in Kitt Green. In Tameside, the Group converted Cavendish House to provide nine new apartments for young people and care leavers.

Most notably, in Manchester, the Group delivered the award-winning Clover House development, providing 24 high-quality apartments for homeless adults.

Together, these schemes demonstrate how the combined strengths of Jigsaw Support and the wider Group help individuals move towards safe, secure and independent living.

The Jigsaw Support team also provides additional support for tenants facing challenges in maintaining their tenancy or coping with wider life pressures.

During 2025/26, we continued to expand our *Wellbeing and Tenancy Support* service, providing focused support to more than 550 people and helping them sustain successful tenancies and improve their overall wellbeing.

Our Tameside domestic abuse service, *The Bridges Partnership*, continued to provide specialist support and refuge accommodation for adults and children affected by domestic abuse. The service supported more than 1,400 victim-survivors during the year through dedicated keyworker support, Independent Domestic Violence Advocates, specialist children's services, a women's refuge and a community-based women's centre.

During the year, the Group also increased the availability of dispersed safe accommodation and completed construction of our new Women's Refuge, further strengthening support pathways for those fleeing domestic abuse.

Figure 2: Colleagues at Tameside Pride highlighting the vital role played by Jigsaw Support's Bridges Partnership in supporting local communities.

Figure 3: The Deputy Mayor of Greater Manchester visiting the Tameside Women's Centre, which provides support for women affected by domestic abuse.

In 2025/26, we were proud to secure a contract with Manchester City Council to support victims and survivors experiencing domestic violence and abuse. *Bridges Manchester* commenced on 1 April 2026 and provides one-to-one keyworker support and community-based group activities, extending our established expertise into new communities.

Overall, the Board is delighted to report another successful year for the Society. Through continued investment, service growth and strong partnerships, we have delivered meaningful support to thousands of people across our communities while maintaining a robust financial position.

The Board remains very satisfied with the organisation's performance during 2025/26 and its continued ability to generate positive social impact.

Turnover for the year ended 31 March 2026 amounted to £6.5m (2025: £6.6m). Total comprehensive income for the year amounted to £0.5m (2025: £0.5m).

A summary of the Society's recent financial results is shown in Table 1 and highlights of the Society's financial position are shown in Table 2, both on the next page.

Future Plans

The Society remains committed to utilising its expertise to provide high-quality housing and support services for some of the most vulnerable people in society.

We will continue to identify opportunities to expand our activities in line with the *Jigsaw Support Strategy*, increasing both our reach and social impact.

We also remain engaged with local authority commissioners and funding partners to support the continued alignment of support services across the Group and to maximise the effectiveness of our specialist support provision.

As demand for housing-related support services continues to grow, we are well positioned to build on our strong track record of service delivery, innovation and partnership working, ensuring that more individuals and families can access the support they need to thrive.

Year	Turnover £'000	Operating expenditure £'000	Operating surplus %	Retained surplus £'000	Retained surplus %
2022	3,052	3,102	(2)	(50)	(2)
2023	1,630	3,102	(22)	(327)	(20)
2024	4392	4470	(2)	19	0
2025	6560	6172	6	520	8
2026	**6454**	**6084**	**6**	**493**	**8**

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

Table 1: Five-year financial performance.

Year	2026	2025	2024	2023	2022
Cash at bank and short term deposits	3,401	3,402	3,043	3,305	3,725
Creditors amounts falling due within one year	383	760	433	497	618
Net current assets	4,155	3,662	3,142	3,123	3,450
Total assets less current liabilities	4,155	3,662	3,142	3,123	3,450
Capital and reserves	4,155	3,662	3,142	3,123	3,450

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

Table 2: Five-year financial position.

3. Governance

Whitney Announced as Housing Champion

Whitney George, our Employability and Support Administrator, was recognised as a Housing Champion by national publication Housing Today.

Corporate Structure and Governance

The Society 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 4 on the following page. Figure 4 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*.

Table 3 on the next page sets out the demographics of the Board in comparison to the diversity of the Society'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

Gill Brown

Chair of the board

Attendance: 4/4 100% (Board), 4/4 100% (Group), 4/4 100% (R&A Committee), 4/4 100% (R&N Committee)

Gill serves as a non-executive for a large teaching hospital – Mersey and West Lancashire Teaching Hospitals NHS Trust.

Her previous roles include governing body member for NHS Southport and Formby Clinical Commissioning Group and chief executive for Healthwatch Lancashire.

Gill has also had a number of years' experience of working in the NHS in a variety of clinical, research and board roles.

Naseer Ahmed

Attendance: 4/4 100% (Board)

Naseer is an experienced housing professional with an extensive career in the social housing sector. He currently serves as a non-executive director on the board of Leeds Federated Housing Association.

His previous non-executive roles include positions with the Mid Yorkshire Hospitals NHS Trust, the Together Housing Group (Chevin Housing Association), and the Chartered Institute of Housing.

Naseer was also formerly the Housing Director for St. Annes Community Services.

David Dunwell

Attendance: 3/3 100% (Board)

David is Chief Executive Officer of *Lancashire Mind*, having spent most of his career in the not-for-profit and community sectors.

Previously working in a variety of roles within professional football club charities, David is passionate about the power of community facilities and projects, which can be used as a vehicle for positive social change and impact. With a particular strength of experience in mental health, David also has contributed to numerous strategic clinical and statutory boards.

Carole Green

Attendance: 4/4 100% (Board)

Carole has a strong background in health and social care, commissioning, management, strategy and planning and multi-partnership working with an executive career spanning more than 37 years in the public, charitable and private sectors in the UK and internationally.

Carole works as a global health consultant and strategist and is the Health Director of Manocap Advisory (based in West Africa) and is also senior health advisor to the Welbodi Partnership in Sierra Leone.

In the UK, she was recently the chair of the Board of Breath Champs CIC and lead for quality and performance for the North Cumbria NHS System (CCG) from 2018 until 2022. She has more recently led the NHS development of lung cancer screening in Cheshire and Merseyside NHS, alongside working

Demographic	Local Area	Tenants	Board
% who are women	51	72	38
% who are ethnic minorities	14	17	38
% who have a disability	19	26	–
% who are lesbian, gay or bisexual	3	3	13
% who identify with a religion	62	19	50
% who were educated at state school	c.93	Unknown	100
Average age (years)	41	35	53

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 3: Demographic composition of the Board.

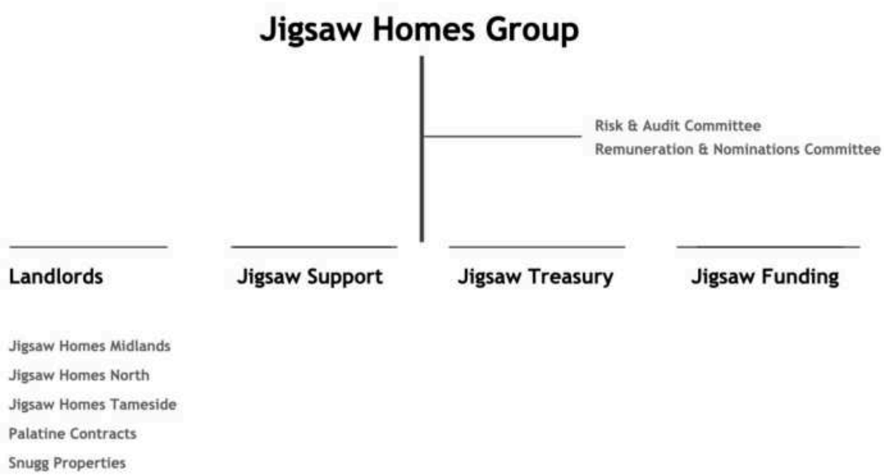


Figure 4: Corporate and governance structure — board meetings for the organisations that fall under Landlords are held contemporaneously using overlapped meetings.

on a range of cancer awareness and prevention initiatives. In addition, Carole also has a holiday cottage business in the Lake District.

Keryn Jalli

Attendance: 4/4 100% (Board), 4/4 100% (Group)

Keryn is the Strategic Resettlement and Community Equity Lead at Cambridge City Council.

She has a significant record of successfully delivering multi-agency partnerships and projects, covering areas such as the resettlement of asylum seekers and refugees, violence against women and girls, serious violence, hate crime and anti-social behaviour.

Paul Joyce

Attendance: 4/4 100% (Board), 4/4 100% (R&A Committee)

Paul has a wealth of experience in governance, having served for many years on housing association boards, often as chair or vice-chair. With a background in sociology, his expertise lies in risk management, health policy, and generating social value. He currently works as a Data and Impact Analyst for a Salford-based charity that supports women involved in the criminal justice system and those affected by domestic abuse.

Albert Margai

Attendance: 4/4 100% (Board)

Albert is a housing professional working at Rochdale Borough Council in Strategic Housing. He is responsible for delivering the Borough's Temporary Accommodation Strategy, leads on Asylum and Migration and creating access into affordable housing options.

Away from housing, Albert has a strong background in sport and takes on various roles in his chosen discipline as a player, coach and mentor.

Anthony Powell

Attendance: 4/4 100% (Board)

Tony was deputy chief executive of Jigsaw Homes Group prior to his retirement in 2019. In a long and wide ranging career in housing he developed experience across housing management, care and support services, partnership working and commerial contracts.

Corporate Responsibility

Employees

The Society recognises that the success of the business depends on the quality of its managers and employees. It is the policy of the Society 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 Society 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 Society'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 Society 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 Society's policy in this area is available to download from the Jigsaw website: search for "modern slavery".

Risk Management and Internal Controls

The Board has overall responsibility for the system of internal control and risk management across the Society and for reviewing its effectiveness. The Board also takes steps to ensure the Society 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 5 on the following page summarises the Society'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*.

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

Figure 5: Risk analysis.

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:

Our most significant residual risks are:

- Failure of 3rd party landlord's asset management compliance.
- Disruption to funding steams.
- Ineffective safeguarding of staff, customers and 3rd parties.
- Death or serious injury (Staff / 3rd party).
- Negative impact of inflation.
- Failure to meet legal obligations.
- Poor performance leads to contract loss or penalties.

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 Society 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.

Figure 6: Examples from the Group's suite of performance dashboards.

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

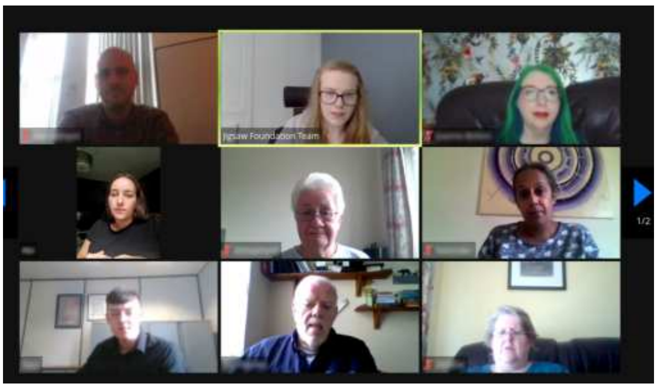


Figure 7: Our tenant scrutiny panels undertake deep-dive investigations into areas voted for by tenants.

Compliance

This document has been prepared in accordance with applicable reporting standards and legislation.

Code of Governance

During 2025/26 the Society'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.

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 Society 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 Society and disclose with reasonable accuracy at any time the financial position of the Society 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 Society 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 Society'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 Society'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 Society continues to be a going concern and has therefore produced financial statements on a going concern basis.

The Society'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 Society's 2026/27 budget prior to 31 March 2026 and approved the Society'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.

Auditor

All of the current board members have taken all reasonable steps to ensure that they are aware of any information needed by the Society'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 Society's auditors.

Approved by the Board on 10th September 2026 and signed on its behalf on 10th September 2026 by:

Keryn Jalli

Society Chair

Stork Mews
Wigan, Greater Manchester
Supported Living

4. Financial Statements

Independent Auditor's Report to the Members of Jigsaw Support

Opinion on the Financial Statements

We have audited the financial statements of Jigsaw Support ("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 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 its 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.

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 requires us to report to you if, in our opinion:

- the Society has not maintained a satisfactory system of control over transactions; or
- the Society has not kept proper 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 21, 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, 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: recognising the nature of the Society's activities.

- We reviewed financial statements disclosures and 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.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

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. Our audit work has been undertaken so that we might state to the Society's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's members as a body for our audit work, for this report, or for the opinions we have formed.

Signed by:

Menzies LLP

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Menzies LLP, Statutory Auditor

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

23-Sep-2026

Statement of Comprehensive Income

Year ended 31 March 2026	**Notes**	**2026 £'000**	**2025 £'000**
Turnover	3	6,454	6,560
Operating expenditure	3	(6,084)	(6,172)
Operating surplus	**6**	**370**	**388**
Interest receivable	5	123	132
Surplus for the year		**493**	**520**
Total comprehensive income for the year		**493**	**520**

The results for the year relate wholly to continuing activities and the notes on pages 31 to 37 form an integral part of these Financial Statements.

The Financial Statements and notes on pages 31 to 37 were approved and authorised for issue by the Board on 10th September 2026 and signed on its behalf on 10th September 2026 by:

K. Jalli
Chair

M. Murphy
Company Secretary

P. Joyce
Member

Statement of Financial Position

At 31 March 2026	**Notes**	**2026** **£'000**	**2025** **£'000**
Current assets			
Trade and other debtors	9	1,137	1,020
Cash and cash equivalents	10	3,401	3,402
		4,538	**4,422**
Less: Creditors: amounts falling due within one year	11	(383)	(760)
Net current assets		**4,155**	**3,662**
Total assets less current liabilities		**4,155**	**3,662**
Total net assets		**4,155**	**3,662**
Reserves			
Revenue reserve		4,155	3,662
Total reserves		**4,155**	**3,662**

The Financial Statements and the notes on pages 31 to 37 which form an integral part of these Financial Statements, were approved and authorised for issue by the Board on 10th September 2026 and signed on its behalf on 10th September 2026 by:

K. Jalli

Chair

M. Murphy

Company Secretary

P. Joyce

Member

Statement of Changes in Equity

	Revenue reserve £'000	Total £'000
Balance at 31 March 2024	**3,142**	**3,142**
Surplus from Statement of Comprehensive Income	520	520
Balance at 31 March 2025	**3,662**	**3,662**
Surplus from Statement of Comprehensive Income	493	493
Balance at 31 March 2026	**4,155**	**4,155**

Notes to the Financial Statements

1. Legal Status

Jigsaw Support is incorporated in England under the Co-operative and Community Benefit Societies Act 2014.

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

Jigsaw Support 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 4: 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) . 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 Society'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 Society 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 Society continues to be a going concern and have therefore produced financial statements on a going concern basis.

The Society'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 Society's 2026/27 budget prior to 31 March 2026 and approved the Society'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.

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:

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

The majority of turnover represents rental income receivable, revenue grants from local authorities and other income recognised in relation to the period when the goods or services have been supplied.

Turnover is recognised once the Society has entitlement to the resources, it is certain that the income will be received and the monetary value can be measured with sufficient reliability.

Grants relating to revenue are recognised over the same period as the expenditure to which they relate once performance related conditions have been met in line with the "performance method" as outlined in FRS 102.

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

Value Added Tax

The Society 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 Society and not recoverable.

Tangible Fixed Assets and Depreciation

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 5: Fixed Asset Depreciation Rates.

Leasing

The Society 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 Society'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.

Debtors and Creditors

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

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.

Retirement Benefits

Defined contribution pension schemes

In relation to defined contribution schemes in which the Society 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 Society 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	Operating expenditure £'000	Operating Surplus £'000
Other social housing activities:			
Other rental	933	(879)	54
Other activities	5,521	(5,205)	316
Total	**6,454**	**(6,084)**	**370**

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

		2025	
	Turnover £'000	Operating expenditure £'000	Operating surplus £'000
Other social housing activities:			
Other rental	1,906	(1,793)	113
Other activities	4,654	(4,379)	275
Total	**6,560**	**(6,172)**	**388**

4. Accommodation Owned and Managed

	2026 Owned	No. of units Managed	2025 Owned	No. of units Managed
Social Housing				
Supported housing	–	9	–	9
Total units social housing	**–**	**9**	**–**	**9**

The Society owns 0 (2025: 0) properties which are managed by others.

5. Interest Receivable

	2026 £'000	2025 £'000
Bank interest receivable	123	132
Total	**123**	**132**

6. Operating Surplus

	2026 £'000	2025 £'000
The operating surplus is stated after charging:		
Auditor's remuneration (excluding VAT)	12	11

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

7. 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).

8. Employee Information

	2026	2025
The average number of persons employed during the year expressed in full time equivalents (35 hours per week) was:		
Administration	9	8
Housing, support and care	39	39
Other	25	18
Total	**73**	**65**

	2026 £'000	2025 £'000
Staff costs		
Wages and salaries	2,203	1,930
Social security costs	269	177
Other pension costs	167	153
Total	**2,639**	**2,260**

Aggregate number of full time equivalent staff whose remuneration (including pension contributions) exceeded £60,000 in the period:	2026	2025
£70,001 – £80,000	1	1

9. Trade and Other Debtors

	2026 £'000	2025 £'000
Rent arrears	177	364
Less: provision for bad debts rents	(163)	(315)
Sub-total	**14**	**49**
Trade debtors	593	634
Less: provision for bad debts trade	(10)	(16)
Sub-total	**583**	**618**
Prepayments and accrued income	300	216
Amounts owed by group undertakings	213	54
Other debtors	27	83
Total due within one year	**1,137**	**1,020**
Total	**1,137**	**1,020**

A number of tenants in arrears are in formal repayment agreements with the Society. 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.

10. Cash and Cash Equivalents

	2026 £'000	2025 £'000
Cash at bank	3,401	3,402
Total	**3,401**	**3,402**

11. Creditors: Amounts Falling Due Within One Year

	2026 £'000	2025 £'000
Trade creditors	57	49
Amounts owed to group undertakings	68	372
Rents and service charges paid in advance	28	44
Other taxation and social security payable	–	53
Accruals and deferred income	191	193
Other creditors	39	49
Total	**383**	**760**

12. Share Capital

	2026 £	2025 £
Allotted issued and fully paid		
At the start of the year	7	7
Issued/(disposed) during the year	–	–
At the end of the year	**7**	**7**

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

13. Reserves

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

14. Related Parties

	Expenditure £'000	Debtors/ (Creditors) £'000
Jigsaw Homes Group	(139)	(42)
Jigsaw Homes North	–	(27)
Jigsaw Homes Tameside	–	213

The Jigsaw Group Structure is shown in Note 1.

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

During the year one tenant of another Group member, Paul Joyce, 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.

15. Pensions

Defined Contribution Pension Obligations

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

16. Ultimate Controlling Party

The ultimate controlling party of the Society 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.

Jigsaw

Creating homes. Building lives.

Jigsaw Support

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