CORPORATE PLAN 2024-31

(Updated: October 2026)

Creating homes.
Building lives.

Jigsaw

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CREATING HOMES.
BUILDING LIVES.

1. OUR CHALLENGES

> Jigsaw is embarking on this plan with solid foundations in place...

Our plan begins with an overview of the strategic challenges facing Jigsaw. We highlight these to provide context for our plans. One of the key lessons from the eight years of Jigsaw's existence is that we are a resilient and adaptable organisation with an appetite to tackle difficult problems.

Jigsaw Homes Group is embarking on this plan with solid foundations in place. We are strong ‹nancially , with funding in place to continue to be a major developer throughout the period of this plan. We have a sound reputation with our partners, reflected in our G1V1 rating from our regulator and A2 stable Moody's rating.

We are successful as a developer of new homes and have a track record of winning and retaining support service contracts.

As an employer we hold ISO45001 occupational health and safety certi€cation in two front-line services and have aligned to its principles across our Group. Maintaining these foundations is essential to our plans.

The strategic challenges are ones we share with other social housing providers and in some cases with other organisations and individuals in the UK. In the main, the challenges revolve around resources and the competing demands on our own money and on the funds that we can access from Government.

We have updated our plan in early 2026 to ensure it remains accurate and to re€ne our goals with measurable targets.

HOUSING CRISIS

The UK has been consistently building fewer homes each year than changes in population and household make-up require. The excess of demand over supply has created rising property prices and rental costs, making housing unaffordable for many.

At Jigsaw, we have many thousands of people in housing need registered for our properties, but are only able to house a small proportion, who have often waited months or years in unsuitable accommodation. Underlying the crisis of supply of affordable housing, has been political uncertainty. The UK has had no long-term housing plan and has experienced frequent changes to national rent policies and regulations, all of which deters the investment needed by the sector.

Jigsaw remains committed to maximising the number of new homes it can develop, operating efficiently to create financial surpluses that can be invested in development. Because the income earned from social housing is below market rates, public subsidy (government grant) is needed to help fund the development of new properties. The proportion of a new home's cost funded by government grant has fallen, placing a constraint on our ability to build the desperately needed homes.

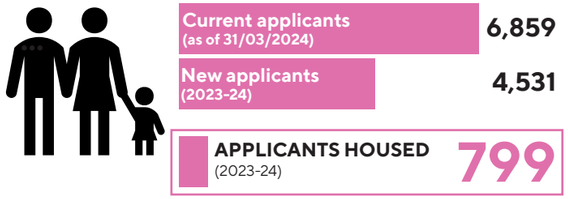
LOW CARBON ECONOMY

The UK is committed by law to achieve carbon neutrality by 2050. Around one-sixth of CO2 emissions in the UK comes from domestic housing – in particular, heating - placing Jigsaw's work at the core of the move to a low carbon economy.

New alternatives to gas central heating are emerging, but solutions are not yet evident for all housing types. Moreover, the cost of installing non-gas alternatives is much higher and is also likely to increase the running costs for people living in those homes.

Jigsaw will remain an active player in finding solutions to these challenges, as well as introducing changes to its operations to reduce other sources of CO2 emissions (e.g. fleet and offices) and helping employees and customers adopt low carbon lifestyles.

Housing Need - Tameside MBC Example



Group-wide, over 2,400 applicants housed in 2023-24

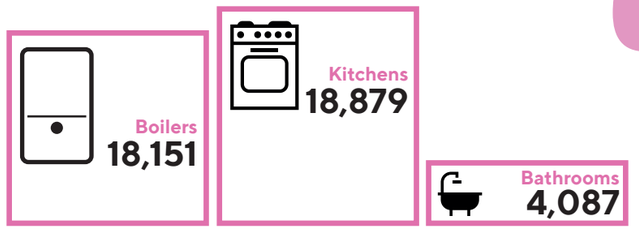
MAINTAINING DECENT HOMES STANDARD

Around one-half of Jigsaw's housing stock was transferred from local authority ownership in the 2000s and underwent improvement works. During the period of this plan, most of those homes will once again need kitchens, bathrooms, windows and doors to be replaced.

This will require a change in our strategy; employing major locality-based maintenance programmes instead of replacing components when they fail or when the property is empty.

Our challenge will be to combine this more traditional planned maintenance approach with modern methods that ensure value for money and minimise inconvenience for customers whose homes are being worked on.

Component Replacement Plan 2024-2031



UNDERFUNDING OF PUBLIC SERVICES

While public expenditure increased during the Covid pandemic, the budgets of services complementary to Jigsaw's – local government, police – have been under pressure and experienced real-term reductions since 2010. Many of our customers have relied on these services which are now reduced.

Our aim is to develop and target services which can help our customers live successfully in their homes. Jigsaw Support provides a range of services, often commissioned by local authorities, to vulnerable people. Our money advice, tenancy support and safeguarding services are further examples of how we will operate in this evolving landscape of local service provision.

> "One-half of our homes were transferred from local authority ownership in the 2000s when they underwent major improvement programmes. Twenty years later, it is time for those bathrooms, kitchens and windows to be replaced again...

2. OUR PLAN

> We will never tire of saying that the safety of our homes and our customers is our absolute priority and backing that statement with action...

CREATING HOMES

LOOKING AFTER OUR EXISTING HOMES AND TENANTS...

As we enter this new planning period, Jigsaw manages 37,500 homes. By the end of the period, we expect to have over 40,000 homes. Managing and maintaining our homes is what we and our customers set as our top priority.

We will never tire of saying that the safety of our homes and our customers is our absolute priority and backing that statement with action. We will build on our strong practice of property safety checks and responsive repair service by implementing Awaab's Law to provide reassurance to residents that they will have a rapid resolution to issues surrounding damp and mould in their homes.

We will continue to modernise our high-rise blocks, improving their thermal efficiency, and ensuring compliance with new safety regulations. Our estimated expenditure across 2024-2031 is £12.4 million.

99% of homes will comply with Decent Homes Standard throughout the period.

Zero homes capable of improvement will have an energy performance certi‹ca te below level C by 2030.

Three other streams of work will feature throughout the period (2024-2031):

- Responsive and void property repairs to deal with day-to-day issues and occasional larger defects that need correcting. We aim to make this experience for our customers as hassle free as we can. Our estimatedexpenditure is £286.6m.
- Renovation and replacement of property components. One-half of our homes were transferred from local authority ownership in the 2000s when they underwent major improvement programmes. Twenty years later, it is time for those bathrooms, kitchens and windows to be replaced again. We will work with our customers to keep disruption to a minimum during the works and leave them with a refreshed home. Our estimated expenditure is £391m.
- Low carbon homes. With the urgency of climate change, we are prepared to implement the technology that becomes available to replace gas heating, while improving the fabric of homes. Under this plan, we will pilot a no-carbon housing development and launch a sustainability innovation fund, to support projects that may provide future solutions. We will seek out other sources of funding, to ensure we collaborate effectively with other groups committed to a low carbon future. Our estimated expenditure is £46m.

To make this investment in our properties effective, we will need to update the information we hold about the condition of every home.

Managing our homes also means collecting the rents that fund services for customers. Our strategy will be to make it easy for customers to pay their rent – for example, with more convenient payment services.

And for customers who find it difficult to pay their rent, we will make contact quickly so that their rent debt does not build up. Our money advice service provides advice and assistance directly to customers experiencing or at risk of financial difficulty.

Each year, we expect over 2,000 of our homes to be vacated. The demand for available homes far outstrips supply. Working in partnership with local authorities, we will apply lettings policies that combine meeting the acutest need (e.g. people who become homeless) with creating balanced and sustainable neighbourhoods.

This will include a project to incentivise existing tenants to free-up larger properties if they no longer need a home of that size.

> We intend to maintain that commitment to providing new homes, at a similar scale, at a time of a widely acknowledged housing crisis...

THE ECONOMIC IMPACT OF BUILDING SOCIAL HOUSING...

Based on **NHF** research, each **new social rented home developed** would create **£308k** in societal bene€ts:

Higher Employment **£99k**	Improved Healthcare **£58k**	Lower Benefit Costs **£37k**
		Reducing Crime **£34k**
	Reducing Homeslessness **£50k**	Better Life Chances for Children **£30k**

Source: www.housing.org.uk/resources/the-economic-impact-of-building-social-housing (NHF)

CREATING HOMES
NEW PROPERTY DEVELOPMENT...

Jigsaw is one of the largest social housing developers in the country, building more new homes than most associations of our size. We intend to maintain that commitment to providing new homes, at a similar scale, at a time of a widely acknowledged housing crisis.

By adding to the stock of aior dable homes, Jigsaw makes a substantial social impact: on the people moving into the home, as well as to the public purse through the reduction of costs associated with homelessness and ill-health and through the economic bene€ts of jobs supported in construction and associated industries. A recent estimate from the National Housing Federation places this bene€t at over £300,000 for each social rented home.

In the €rst two years of the plan, we will complete our existing development programme which is on track to deliver 4,000 new homes over €veyears.

Jigsaw is a willing partner in the Government's aim to build 1.5 million new homes during this Parliament and will explore strategic partner status with Homes England.

Develop 3,000 new homes under the Ałor dable Housing Programme 2026-31.

The shape of Jigsaw's development programme will be influenced by:

- The availability of Government funding
- Local authority housing strategies, matched to Jigsaw's priorities, such as focusing on development in locations where we can deliver services to homes that maintain the Group's operational efficiency
- Opportunities that arise.

New homes will be built to high standards and low carbon usage, with non-gas heating installed. We plan to develop a net carbon neutral scheme in partnership with the Greater Manchester Authority and will continue to explore modern methods of construction.

> We will pilot a no-carbon housing development and launch a sustainability innovation funds...

BUILDING LIVES
INVESTING IN OUR COMMUNITIES...

Housing is one of the cornerstones of a healthy and ful‹lling life, and it is an ar ea of Jigsaw's core competence. We also have a responsibility to our communities more widely, which we will ful‹l thr ough a range of investment activities.

These activities will be designed to support other aspects of our customers' lives, in particular:

- Employment, skills and training
- Financial well-being
- Health and well-being.

Each year, we will set aside around £500,000 for local groups, organisations and initiatives to bid for, with the majority of the money awarded through a process involving our customers.

This activity will be complemented by our very active neighbourhood engagement team, who organise and deliver a range of activities to promote well-being – from warm hubs in the winter to summer holiday activities for families.

The cost of living crisis looms large in the lives of many Jigsaw residents. We will provide a range of services that can ease poverty, including help furnishing a home, energy assistance, money and bene€ts advicœ and employment support.

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We will continue to monitor the needs of our customers, using our neighbourhood plan approach which draws on multiple sources of data. Every two years, we will review priorities and, based on evidence, adapt our investment themes.

Another aspect of community investment is our work to enable residents to enjoy life in their communities safe from noise and nuisance. Jigsaw's Neighbourhood Safety teams will continue to respond to complaints of anti-social behaviour, working to bring about solutions and in persistent and serious cases, taking legal action against perpetrators and supporting their victims.

Direct £1.2m (rising to £1.5m by 2031) of funding to our communities annually.

BUILDING LIVES

SUPPORTING PEOPLE TO LIVE INDEPENDENTLY...

To live successfully in our homes, many customers need some form of support. Our services that will often have the most profound impact on customers' lives are those provided by our 200+ employees of Jigsaw Support.

We have expertise and proven positive outcomes in a range of services, which will continue to be the focus of the work we do:

- Homelessness prevention and supported accommodation services
- Care Leavers
- Tenancy Sustainment
- Agency Managed
- Domestic abuse services
- Employment support
- Well-being

Most services are funded by public sector commissioners (e.g. local authorities) on time-limited contracts. Jigsaw is committed to providing supported housing services as a core part of what we do. Throughout the plan period, we will look for new business opportunities and re-tender for existing services.

The principles we apply in deciding to compete for a contract include having the expertise, the geographical location, con€denœ in being able to provide a quality service and being able to run a €nancially sustainable service.

We aim to make a surplus which covers the risk of contracts ending and gives our board choices over further investment in supported housing, including projects supported by the Jigsaw Support Innovation Fund. With an ageing population, we aim to expand on our current portfolio of older persons housing schemes. We will also continue a rolling programme of upgrades to the communal areas of these schemes.

Many customers living in our General Needs accommodation also require some assistance to live successfully in their homes and make use of our services. We are strengthening our processes for recording individual needs and tailoring services. Maintaining and making good use of the information we hold about our customers will become critical to our success.

Provide services for rehousing from homelessness, supported accommodation, wellbeing, domestic abuse and money advice that uplift the lives of at least 2,465 customers annually.

> Jigsaw is committed to providing supported housing services as a core part of what we do...

3. OUR ENABLERS

> Greater diversity will bring different ideas and perspectives to the challenges we face, improving our effectiveness and helping us to make better decisions...

To provide the services set out above, Jigsaw requires support systems that help us do the right things and the right times.

TENANT VOICE...

Jigsaw will introduce a Customer Committee, chaired by a Customer and with at least three customer members, to embed Customer Voice more strongly in its governance structure.

Jigsaw Rewards, our award-winning engagement programme, will continue to enable customers to influence our work, as is the case with this corporate plan, including major tenant-led scrutiny exercises.

We will explore methods of collecting information to gauge customer sentiment and priorities so we listen to the voice of all customers, not just those opting to take part in engagement activities.

MOTIVATED STAFF...

Our people enjoy the challenges that come with their jobs. Across the organisation, we strive to communicate the importance of our work, and to recognise teams and individuals for their contribution.

We aim to oıer competitive pay, and sector leading terms and conditions. Ultimately, our people are motivated by the social impact we make and so we will work to give all colleagues, opportunities to give back to society.

DIVERSITY AND OPPORTUNITY...

Our customers, our communities and our colleagues are diverse. Our ability to meet our customers' and communities' expectations relies upon Jigsaw having an understanding of the full range of their experience. We will intensify our commitment to diversity to help our colleagues from more marginalised groups gain experience so they can reach their full potential at Jigsaw. Greater diversity will bring diıer ent ideas and perspectives to the challenges we face, improving our eıectiveness and helping us t o make better decisions.

GOVERNANCE...

Through the collective skills and experience of their members, our Boards ensure the success of our organisation, set our strategic direction, and ensure legal and regulatory compliance is maintained.

TECHNOLOGY...

Jigsaw will be interested in taking advantage of technologies that can reduce carbon fuel usage, help monitor the condition of our homes and maintain the security of our systems and data.

FULFIL REQUIREMENTS OF KEY STAKEHOLDERS

Jigsaw respects the role of its regulators in maintaining the sector's reputation and viability and so will continue to comply as standards adapt to our environment. We also have a host of other partners – local authorities, public agencies, charities and suppliers - with whom we will work collaboratively in pursuit of shared objectives.

FINANCES

Our sound €nancial position allows us to make the commitments in this plan and will enable our boards to take decisions about future investment opportunities.

Over the next six years, we expect to make a bottom-line surplus of £176m, all of which is reinvested in maintaining our homes, providing individualised support, community investment and the development of new homes.

Achieve 'Three Star - Best Companies' recognition by 2028.

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WANT TO FIND OUT MORE?

Alongside this plan, Jigsaw publishes an annual delivery plan. You can monitor our progress against the commitments made in our Financial Statements, Environmental Social and Governance Report and our Tenants Annual Report.

Visit www.jigsawhomes.org.uk for further information.

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